

Law Enforcement News

Vol. XII, No. 11

A publication of John Jay College of Criminal Justice

June 9, 1986

Bank shots:

Tellers said to be ill-prepared for bank heists

A report released by the National Institute of Justice in April has pointed out a number of loopholes in standard security practices at banks, asserting that savings institutions should direct their security resources toward those branches most likely to be robbed and should better prepare tellers in the use of robbery countermeasures, such as alarm systems.

Noting that there were 61 times more bank robberies in 1983 than in 1950, one member of the research team, Dr. Terry Baumer of the Indiana University School of Public and Environmental Affairs, said tellers are usually not trained well enough to help to apprehend bank robbers. While tellers do receive bank robbery training, he said, for the most part it is on the job training.

Baumer said that in most of the 358 Indiana banks and fellow researcher Michael Carrington studied, tellers were shown the alarm and told to set it off if there was a robbery. Tellers were also shown where the "halt money" was and to give that halt money only to robbers.

The problem with that approach, Baumer said, was that tellers who have not undergone the extensive training that some banks offer are very "uncomfortable" with setting off alarms.

"Most employees are uncomfortable setting the alarm off," said Baumer. "Either they're afraid the guy is going to see them setting off the alarm and they're going to get shot, or they've never done it before and they're afraid they'll get shot, or that the police,

who've promised to respond in an unobtrusive way, are going to show up and they're going to get shot."

Some tellers, Baumer said, simply do not believe that the alarm is silent.

James K. Stewart, the director of NIJ, maintained that tellers need considerably more training. "Many of the tellers who were spoken to in the study essentially know that this is the money that you pull or this is the alarm that you hit, but they're nervous about how to do it," Stewart observed. "Frequently, we lose information that we could have had had they done it sooner."

The study did not get an especially warm reception from the banking industry, which, through a spokesman for the American Banking Institute, maintained that issues germane to the problem were not addressed and that the study itself had very little credibility.

Sheldon Golub of the ABI said that while no bank teller can know exactly what to do, tellers are trained to spot robbers and to help apprehend criminals.

"What [the study] doesn't look at," Golub said, "is how often are they [robbers] get caught, how often the red dye package explodes and the robber has to move on real fast and leave the money."

Only 7.5 percent of the banks studied use the technique of giving robbery packages of money that explode and drench the thief with an indelible red dye. Stewart said banks usually resist using this approach because it is too difficult to get the dye off the money.



A Tell City, Ind., police officer (L) poses as a bank robber during a simulation exercise designed to train tellers how to respond to the real thing.

Baumer theorized that the reason banks and other savings institutions do not invest more heavily in security is because of a "vague notion of risk."

"It's a question of how likely it is that we're going to get robbed and how much are we going to lose, as compared to how many

had checks do we get, how many credit card frauds do we get and how much money are we going to lose there," the researcher noted.

A lot more money is lost, he said, in white-collar bank crimes than in traditional bank robberies.

In addition, Baumer said, 79 to

80 percent of all bank robberies are cleared. The key, however, is in same-day apprehensions.

"You and I can say that he eventually gets caught and goes to jail so what's so successful about that?" Baumer said. "Bank robbers consider their robbery a

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PERF taps Stephens as new executive director

Another former police chief of Largo, Fla., is soon to find himself in Washington as the head of a major police association.

As LEN was going to press, it was learned that Derrel W. Stephens, the police chief of Newport News, Va., since 1983 and police chief of Largo prior to that, had been chosen as the new executive director of the Police Executive Research Forum.

Stephens' successor as Largo police chief, Gerald R. Vaughn, became executive director of the International Association of Chiefs of Police last September.

PERF has been without a permanent executive director since September 8, 1985, when Gary Hayes died of cancer. The organization's president, Chief Neil Behan of Baltimore County, Md., said he was delighted with the selection of the 38-year-old



Stephens

Stephens, calling him an "innovator and a leader."

Stephens began his policing career as a patrolman in Kansas City, Mo., in 1968. He became assistant chief of Lawrence, Kan., in 1976 and chief in Largo in 1979.

Yet another police agency is formulating plans for a department-wide drug testing program, as Los Angeles Police Chief Daryl F. Gates announced last month that he is "moving forward" with such a plan for his 7,000-member department.

Gates asserted that the program has strong support among the department's rank and file. More than 98 percent of the 173 officers assigned to the Metropolitan Division, which includes the SWAT team, have reportedly signed a petition calling for drug testing. Other units, including the department's Narcotics Division, are said to have voluntarily submitted urine samples for testing.

The department's spokesman, Cmdr. William Booth, said that such considerations as the cost and location of the testing program are still in the developmental stage. Booth said, however, that the department does have the labs and criminalists to conduct the tests in-house. "I suspect that's the way it will be done," he said.

According to Booth, the Los

Angeles department has no greater drug problem than any other agency. "It is not a high percentage or ratio in this department," he noted, "but drug abuse has not bypassed law enforcement."

The city's police union, the

Police Protective League, has no problem with drug testing on a conceptual level, Booth maintained, although he said there may be "logistical" issues that need to be worked out. "The law in California says right now that it

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LAPD moves ahead with drug-test plan with apparent support of rank and file

Reagan signs S.49 gun bill as NRA eyes repeal of ban on machine guns

The National Rifle Association is giving itself a hearty "attaboy" for achieving virtually all of its goals in the battle over the McClure-Volkmer gun legislation, which was signed into law by President Reagan on May 19. At least one sticking point remains for the association, however — the inclusion of an amendment that bans the sale and possession of machine guns.

The association will be "taking a hard look" at recouping that loss through a single piece of legislation, according to NRA

spokesman Andrew Kendzie.

"There are 117,000 registered machine guns," he noted, "and these people who own them, by virtue of the fact that they own them and comply with Federal law, pay the transfer tax and have their backgrounds investigated, aren't the people who are committing the crimes. Some of them have sizeable collections and thousands of dollars sunk into those collections and they're angry."

Kendzie said the machine gun

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Around the Nation

Northeast

DELAWARE — Major Clifford Graviet, 37, has been appointed as head of the state police. He replaces Col. Dan Simpson, who is retiring.

DISTRICT OF COLUMBIA — The Metropolitan Police Department has installed a recording device to handle most of the calls to 911. The recording is said to be part of an experiment to improve a system that logs more than a million calls a year. Callers to 911 will now be told: "You have reached the Metropolitan Police Department. Please hold on and your call will be answered in turn."

NEW JERSEY — The state led the nation last year in the number of court-ordered wiretaps with 509, but lagged behind the national average in convictions stemming from those wiretaps. Fifty-four persons were arrested on the basis of the electronic surveillance.

NEW YORK — State Corrections Commissioner Thomas A. Coughlin 3d has offered 16,000 prisoners in the state's 15 maximum-security facilities a deal: black-and-white TV sets in their cells in exchange for getting fewer packages from the outside. Coughlin said the parcels are a prime source of such contraband as drugs, alcohol and weapons. A majority of inmates in a given institution would have to approve the deal before it went into effect.

The state Court of Appeals ruled last month that police officers who are convicted of felonies are permanently barred from working as cops, even if their convictions are subsequently overturned. In a 5-2 decision, the state's highest court ruled that the Public Officers Law requires permanent dismissal of a cop after a felony conviction and makes no

provision for higher court rulings.

The number of alcohol-related traffic deaths among drivers under 21 declined by 82.5 percent in the first month after the state raised the drinking age, according to figures released last month by Gov. Mario Cuomo.

PENNSYLVANIA — Gov. Dick Thornburgh has signed bills that extend the life of the Pennsylvania Crime Commission, the Commission on Sentencing and the Commission on Crime and Delinquency. Legislators rejected efforts to dismantle the Crime Commission, reauthorizing it for another 10 years.

The town of New Bethlehem found itself without any full-time police last month after Officer Jody Shegan, 21, resigned as part of a plea-bargaining deal with the district attorney. Shegan had been charged with 13 counts of providing alcohol to minors. The town's only other full-time officer, Police Chief Richard Smail, is on leave while he fights theft charges.

Southeast

FLORIDA — W. A. "Butch" Kennedy, a 17-year veteran of the Jacksonville/Duval County Sheriff's Department, has joined the Institute of Police Technology and Management as a training specialist. Kennedy will be responsible for the presentation of accident investigation and reconstruction courses.

LOUISIANA — Billy Hutto, who was defeated in a May 3 election for police chief of Tallulah, has filed suit claiming that 20 votes cast by people living outside the city cost him the election.

MISSISSIPPI — Sheriff Osborne Bell of Marshall County

was fatally wounded in a shootout May 5 as police searched a suspect's car for drugs.

NORTH CAROLINA — Guilford County Sheriff Jim Proffitt, who was recently acquitted of bribery charges, last month filed a \$2-million libel suit against the Greensboro News & Record over comments in a newspaper editorial. Proffitt is up for reelection this year.

Midwest

ILLINOIS — Sheriff Richard Doris of Du Page County was acquitted May 2 of Federal charges that he had violated the civil rights of a detainee awaiting trial for armed robbery.

Richard A. Lis, 49, president of the Illinois Fraternal Order of Police, was killed April 28 as he rode in a motorcycle rally in Will County. Lis, a Chicago police detective on leave and former police chief of Calumet Park, had been president of the state FOP since 1980. He was struck and killed by a 23-year-old woman who reportedly had the right of way and was not speeding. No charges were filed.

INDIANA — Malcolm Grass, chief sheriff's deputy of Hancock County, was fatally shot last month while helping FBI agents arrest two suspects in connection with a \$250,000 extortion case. Grass was also a former sheriff of Hancock County.

OHIO — Keith Harrison, 34, a former Dayton police officer, became police chief of London on May 5, replacing Sgt. Ron Cooper, who had been acting chief. Harrison was fired from the Dayton department in 1981 because, he said, he violated city residency requirements.

LAWRENCE COUNTY — Sheriff Daniel R. Hieronimus has re-

opened the county jail after a two-week shutdown brought on by budget problems. The reopening of the jail was accompanied by the recall of 20 deputies who had been laid off when the facility closed.

Marshal Boh Simmons of New Albany resigned May 14, leaving the town without a full-time police officer. Simmons charged that the police department had become a political football in a town that has had four mayors in the past nine months.

WISCONSIN — Police Chief Michael Schertz of Iola, who was recently acquitted of murdering one of his officers and who still faces theft and misconduct charges, was fired May 14 by the Village Board.

The Milwaukee City Council's Finance Committee has approved the allocation of \$900,000 for a new police program of summer foot patrols. The patrols will be focused on 17 high crime areas.

Plains States

MISSOURI — The state Department of Corrections and the NAACP Legal Defense and Educational Fund have agreed to a series of improvements that would alleviate "dungeon-like" conditions on Missouri's death row, where 42 men currently await the gas chamber. The improvements would include better lighting and sanitation and the assignment of 19 additional guards to supervise inmates outside their cells.

The state began its fourth year of Operation Cashcrop last month. The program involves burning marijuana found growing in fields. The public is encouraged to phone tips in to the hot line 1-800-BAD-WEED.

Southwest

ARIZONA — The City of Scottsdale has agreed to pay \$165,000 to a former police officer who said she was harassed by male officers and unfairly dismissed from the department. Maria G. Breen, 40, contended in her 1983 sex-discrimination suit that she was fired for a minor error and that the police department had limited her job opportunities because of her sex. Mayor Herb Drinkwater said he "never felt the city of Scottsdale was guilty of sex discrimination," adding that that the out-of-court resolution of the suit was probably "a matter of the insurance company wanting to settle." Breen was fired in July 1982

after eight years with the department, because supervisors said she had filed a false report.

COLORADO — Gilpin County Sheriff Rosetta Anderle last month found new educational value to watching television. Anderle was watching the mini-series "Dream West," based on the life of the explorer John C. Fremont, when she realized that a face on the screen matched one on a wanted poster she had been given. The face was that of Patrick Joseph Burke, 38, who had eluded Federal marshals for five years after disappearing in 1981 while on probation for distributing cocaine. Burke was arrested in Central City, where the show was filmed last October.

NEW MEXICO — The Albuquerque Police Department will find itself without liability insurance on July 1. The department may be included in the city's own financially strapped self-insurance program, which is expected to pay \$11 million in claims in 1986.

ALASKA — Chief Gene Maher of the Fairbanks Police Department has resigned, noting that "my staff support and loyalty of my fellow officers have disappeared." Tensions within the department began a few years ago when Maher was abruptly promoted from patrolman to police chief, and Maher's troubles began in earnest after he acquired a Mercedes-Benz from a couple who allegedly ran a house of prostitution. Maher asserted that he paid \$24,000 for the car, and a lawyer hired by the city confirmed that the chief had violated no laws or regulations.

CALIFORNIA — The Berkeley City Council has modified an order that forbade the police chief to send officers to the University of California during anti-apartheid protests. Under the revised order, police can respond to calls for assistance from university police if Police Chief Ron Nelson determines that there is "imminent danger to life, imminent threat of serious bodily injury or a serious and imminent danger to private property which cannot be averted by the university police."

A highly decorated San Francisco police sergeant, Randy Radosevich, apparently committed suicide April 27 by firing a single bullet into his head. Radosevich, 32, had been with the department for nine years, during which time he had received more than 20 commendations for outstanding work.

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LAPD, sheriff join with FBI to form counterterror unit

In keeping with the spirit of interagency cooperation that characterized the security arrangements for the 1984 Summer Olympics, the Los Angeles Police Department, the Los Angeles Sheriff's Department and the Los Angeles office of the Federal Bureau of Investigation have teamed up once again to create an investigative task force that will gather and share information on terrorist groups or activities that may affect the greater Los Angeles area.

The Los Angeles Task Force on Terrorism (LATFOT) was implemented on May 7 by a joint agreement between Police Chief Daryl F. Gates, Sheriff Sherman Block and FBI Special Agent-in-Charge Richard Bretzing. The task force will function as an intelligence unit rather than as a tactical squad or SWAT team, according to a police spokesman.

"Basically, the mission of LATFOT is to investigate terrorist organizations planning or carrying out terrorist acts occurring in or effecting the greater LA area," said Sheriff's Deputy Dave Tellez. "It's a carry-over from the 1984 Olympics. We did form a similar task force between not only our agencies but municipal agencies that were involved in the Olympics."

Each agency will choose the full-time personnel assigned to the unit. While the task force will be housed at FBI facilities, each agency's contingent will remain under the direct command of their respective departments.

According to Cmdr. William Booth of the LAPD, the FBI will provide all secretarial, technical and clerical support, while each agency provides its own transpor-

tation facilities. The agreement, which is renewable after one year, states that although responsibility for the overall policy and direction of the unit rests with Special Agent Bretzing, he in turn will coordinate with Gates and Block on "matters of mutual concern relating to such policy and direction and insuring the absence of conflict."

According to Deputy Tellez, the participating agencies will decide in advance which terrorist organizations will be investigated. "I assume," he said, "that the investigators best suited to those investigations will be the ones chosen for it." Tellez said that the unit will be active in investigating anything it believes falls under its jurisdiction. "Matters designated to be handled by LATFOT will not knowingly be the subject to non-LATFOT law enforcement efforts," said the agreement.

The Los Angeles police will participate in the task force under the terms of a 1984 court settlement in which the department and the city paid \$1.8 million to plaintiffs claiming that police had spied on law-abiding private citizens.

The out-of-court settlement with the American Civil Liberties Union also established what are believed to be the strictest guidelines in the nation regarding police intelligence operations. According to the settlement, all future undercover investigations, including LATFOT, must meet the guidelines authorized by the Los Angeles Board of Police Commissioners, a civilian panel.

Booth said the guidelines concern the collection, maintenance

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The nitty-gritty:

Serial-murder probers meet

Law enforcers who attend conferences around the country are all too often heard lamenting: "Don't tell me how bad the problem is. Give me some information that can help me solve it."

Officials of the Regional Organized Crime Information Center (ROCIC) and the Oklahoma State Bureau of Investigation have apparently felt the same way and decided to set matters right. When the two organizations co-sponsored the first National Conference on Serial Murders, Unidentified Bodies and Missing Persons in April, the heart of the conference was an all-out effort to compile and disseminate information that could help investigators do their jobs.

Officers registering for the conference, which was held from April 13-17 in Oklahoma City, were asked to complete and submit a two-page form designed by ROCIC on unsolved homicides, missing persons, unidentified victims or identified serial murderers. Before the conference even got underway, ROCIC analysts received information on 633 criminal cases, which was then computerized, analyzed and compiled into an exhaustive reference manual given to each conference participant. In addition, each attendee was given a

computer printout outlining possible similarities between his cases and those of other agencies.

Armed with reference manual and computer printout, the 246 conference participants were able to generate contacts with each other, all with an eye toward helping to solve nagging cases.

The information-sharing aspect of the conference was singled out by the session's keynote speaker, Rep. Glenn English of Oklahoma, who called ignorance and narrow-mindedness "the serial killers of effective investigations."

"They strike again and again, and everyone in this room has seen them," English said. "That's why most of you have been motivated to leave your families and come here."

The Congressman urged the officers to rededicate themselves to a spirit of cooperation and not to be "preoccupied with which department gets credit for breaking a case." English also called for more organized serial crime analysis efforts, using a common reporting form.

English was one of a battery of speakers from a variety of backgrounds who tackled such themes as task force experiences in investigating serial murders, research in defining serial murder and the sharing of investigative information, facial and skeletal

reconstruction of unidentified victims, psychological profiling, and crime-scene reconstruction.

Participants also got a first-hand reminder of the fact that the conference was for law enforcement personnel only, when investigating officers presented numerous unsolved or suspected serial killings for examination and discussion, all behind closed doors and under tight security precautions.

According to a preliminary analysis compiled by ROCIC staff members, the information-sharing approach to the serial murder conference paid handsome dividends. One ROCIC analyst, Karan McClellan-Pamplin, indicated that officers in attendance came away with numerous investigative leads to unsolved homicides — in some cases, leads for killings dating back to 1976.

The participants themselves seemed equally upbeat in describing the fruits of the conference. "This was a historic event for law enforcement," said Steven Egger, project director of the New York State Homicide Assessment and Lead Tracking System. "I've never seen such networking and sharing among the law enforcement community."

Fred Shirasago, a veteran

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Waiting is almost over in Baltimore as brass approve new body armor for cops

After several months of waiting, Baltimore Police Commissioner Bishop L. Robinson and Mayor William Schaefer have given their approval for the manufacture of new body armor for the city's police officers.

The body armor currently worn by Baltimore police will stand up against weapons categorized as Threat Level I, which includes .22, .25, .32 and .38 caliber handguns. However, Robinson maintained several months ago that with the increasing firepower found to be at the disposal of criminals, it was essential that police have body armor that can sustain blows from .357 Magnum and 9-millimeter ammunition.

The new body armor is being custom made for the department by Protective Apparel Corporation of America in Englewood Cliff, N.J. The vests, which are being manufactured in "batches," should be ready for distribution to all Baltimore officers within 60 days, said department spokesman, Dennis Hill.

The Baltimore Police Department, which in 1976 became one of the first major departments to provide its members with soft body armor, currently use armor made up of 12 layers of bullet-resistant Kevlar. Robinson's decision to replace the vests was spurred, he said, by the wounding of a police officer on Sept. 1, 1985. The incident marked the first time a criminal's bullet had

penetrated a department-issue vest.

The officer, Sgt. Terrence P. McLarney, was shot three times by a fleeing robbery suspect. One of the bullets passed through the vest, wounding McLarney in the abdomen.

John Laufert, president of Baltimore Lodge 3 of the Fraternal Order of Police, said that while he has not yet seen or worn the vest, "It is a definite improvement over what we had."

"It will make our officers a lot more secure in wearing it and I thank the department for doing it," he said. "We have doubled the protection with this new soft

body armor. The Commissioner had it form-fitted for us. He took in our concerns on the comfort of wearing it and he addressed the issue of men getting banged out here with high-powered weapons. We're very satisfied."

The new body armor includes several features that provide the maximum protection while meeting certain wearer concerns regarding comfort. Nine layers of Kevlar have been added to the front panel, and there will also be a 21-layer back panel. When properly fitted, the vest will provide front, back and side protection.

The armor also allows an officer

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Security concerns spark plan for ring around Capitol

A number of U.S. senators and representatives appear to have concluded that an ounce of prevention is worth a pound of public access and architectural integrity.

In response to the growing specter of international terrorism, security-conscious Congressmen last month began taking steps to improving security at the Capitol. The rub, however, is in making the building secure while keeping the Capitol aesthetically pleasing to tourists and not violating the building's tradition of easy public access.

Senate leaders have proposed the installation of a six-foot wrought iron fence around the building as part of a \$15.4-million plan to protect "the preeminent symbol of democracy" against attacks from terrorists. The fence would be equipped with reinforced barrier gates, a secondary ring of infrared and seismic sensors and closed-circuit television cameras.

The plan to increase security

measures was announced by Senate Majority Whip Alan K. Simpson (R-Wyo.) and Sen. Alan Cranston (D-Calif.). It calls for erection of three permanent kiosks — guardhouses — where police would screen the 25,000 to 30,000 people who visit the Capitol each day.

In addition, all parking has been banned from the East Front plaza of the Capitol. The plaza will be turned into a landscaped park and hydraulically operated steel barriers would be installed at the two main driveways to the Capitol to halt bomb-laden cars or trucks.

"There is no doubt that we have to prepare ourselves a little bit better than we have in regard to possible terrorist attack," noted Rep. James J. Howard (D-N.J.), chairman of the House Public Works and Transportation Committee.

The Public Works subcommittee on public buildings and

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Warrantless aerial surveillance OK'd in new Supreme Court ruling

The U.S. Supreme Court ruled May 19 that police do not need a warrant to conduct aerial surveillance of an area that a pilot could legally fly over.

In a 5-4 decision, the Court upheld the warrantless aerial surveillance of a suburban, fenced yard where police suspected marijuana was being grown.

"Any member of the public flying in this airspace who glanced down could have seen everything that these officers observed," Chief Justice Warren E. Burger wrote in the majority opinion. He said that the marijuana patch could be identified "with the naked

eye from an altitude of 1,000 feet."

In one of two cases involving aerial surveillance, *California v. Ciraolo*, police in Santa Clara, Calif., received an anonymous tip that a man was growing marijuana in his backyard. A 10-foot inner fence and 6-foot outer fence prevented inspection from the ground, so police flew over the site in a private plane.

The police identified marijuana plants up to 10 feet tall growing in the yard. They used their observations to obtain a search warrant and seize 73 plants.

People and Places

Perez and Prez

Success is often a case of being in the right place at the right time. For Sheriff Alex Perez, the place is his home turf of Cameron County, Tex., which snugles up to the U.S.-Mexican border at the mouth of the Rio Grande. The time was a few months ago, when President Reagan urged military aid for rebel groups in Nicaragua by noting that the Sandinista Communists were only two days driving distance from the Cameron County town of Harlingen.

Perez, whose department suddenly became a front-line of defense against communism, saw his opportunity and dashed off a note to the President. Not presuming to give Reagan a geography lesson, Perez simply asked for money to "buy some little stuff we need for the department."

Perez asked the President for \$125,000 to buy such items as bulletproof vests, riot helmets and car radios. "We're sitting down here with seven vehicles that have over 300,000 miles on them," Perez said, "so I need to buy some new cars."

Perez conceded that he did not need the new equipment to fight communists, but rather to battle the drug traffickers who transport over a million dollars worth of drugs across the border on a daily basis. "I can't get any money from the county to secure this border because of all the Federal budget cuts," he said.

Perez's appeal to President Reagan received a swift reply from Michael Daniels Jr., assistant to the President for political and intergovernmental affairs. Daniels informed the sheriff of a Federal grant program designed to pay for the kind of law enforcement equipment he is seeking to protect the border.

Daniels noted that Texas is scheduled to receive \$2.4 million this year under that program. Daniels forwarded Perez's request for \$125,000 to the U.S. Department of Justice for its "benefit and consideration."

Meanwhile, Perez is resisting the impulse to go out and buy riot helmets. "As of this moment," he said, "we don't know if we'll get any of that Federal money or not, but it was nice to get a letter from the White House."

Perez went so far as to tell U.S. Senator Phil Gramm of Texas and complain that law enforcement

agencies should be exempt from budget cuts under the Gramm-Rudman deficit-reduction law.

"I told this guy [one of Gramm's assistants] we have an awfully big job to do down here, and the Gramm-Rudman bill is going to make it tough on us to keep things under control," said Perez. "The county doesn't have money to allocate funds we desperately need."

According to Perez, Gramm's office said it would consider his request.

Hire the ex-offender

Former Haywood County, Tenn., Sheriff James A. Sullivan is returning to the scene of the crime — he is campaigning to regain his old job after having been convicted and imprisoned for receiving and concealing two stolen trucks while sheriff of Haywood County in 1984.

Sullivan returned to his home county after spending 18 months in a Federal prison at Maxwell Air Force Base in Alabama. Sullivan petitioned the Gibson County Circuit Court for the return of his citizenship shortly upon returning. Maintaining steadfastly that he was not interested in running for sheriff, the 58-year-old Sullivan told the court that he wanted his citizenship back so he could vote.

When he came home, Sullivan took a job at the Haywood Company, which manufactures garden hoses.

"But after so many people talked to me and supported me through all of this, I felt I owed it to them," Sullivan said.

So, with citizenship restored, Sullivan proceeded to deliver his qualifying papers with the necessary 25 signatures to the Haywood County Election Commission.

Sullivan said that after 25 years in law enforcement his run for office is a case of doing what he knows best, as well as an indication of his interest in the welfare of the county.

The sheriff for 12 years before he was convicted, Sullivan does not believe his conviction will be an issue in the upcoming race against two of his former subordinates, including the current sheriff, Jim Parks, 37, who was appointed to serve out Sullivan's unexpired term.

"The people in the county know

what happened," Sullivan said. "My hooks are open. I'm just going to let the people of the county weigh it out for themselves."

Haywood County residents will get their opportunity to weigh matters for themselves when ballots are cast on Aug. 7.

SEARCH eyes BJS

Dr. Steven R. Schlesinger, the director of the U.S. Bureau of Justice Statistics, last month was named as the 1986 winner of the O. J. Hawkins Award for innovative leadership and outstanding contributions in criminal justice information systems, policy and statistics in the United States.

Schlesinger, who has been head of BJS since April 1983, was selected for the award by the Membership Group of SEARCH Group Inc., a Sacramento, Calif., consulting firm.

The award, presented at the annual meeting of the SEARCH Membership Group on May 8 in Seattle, recognized Schlesinger for his leadership in providing a "comprehensive statistical portrait of crime and its impact on the criminal justice system."

Schlesinger was also cited for the backing he has given to BJS programs that provide support for information systems technology for state and local criminal justice agencies.

Ins and outs of FDLE

Rotating management seemed to be the fashion last month at the Florida Department of Law Enforcement, as one top official resigned, triggering a domino-like chain of personnel changes in the agency's upper ranks.

The game of musical managerial chairs began with the resignation on May 15 of Jim Nurey, director of the agency's Division of Criminal Investigation. Nurey, who had been with FDLE for five years following a stint as police chief of Orlando, left to become chief of police of Thornton, Colo.

Named to succeed Nurey was Bob Cummings, 38, who had been director of the Office of Executive Investigations since April 1983. Cummings joined FDLE as an agent in 1971, and later served as head of the FDLE Academy.

In his new position, Cummings will oversee FDLE's four regional operations bureaus in Tallahassee, Jacksonville, Tampa and Miami along with 16 resident agencies from Pensacola to Key West.

Nurey's former deputy director, Jack Fenwick, succeeds Cummings as director of the executive investigation branch. Fenwick,

40, joined FDLE in 1969 as a crime intelligence analyst. He will now be responsible for providing protection to the Governor and his family and security for the Governor's Mansion, among other duties.

To succeed Fenwick as deputy director of criminal investigations, FDLE Commissioner Robert R. Dempsey chose Jim Harley, who has been deputy director of the Division of Local Law Enforcement Assistance since 1982. An agent since 1969, Harley served once previously as second in command of the criminal investigations branch.

And, rounding out the revised managerial structure, Danny Johnson was named to replace Harley at the Division of Local Law Enforcement Assistance. Johnson, who has been with the FDLE since 1970, will help oversee the division's program of investigative and intelligence support services for local law enforcement agencies throughout the state.

Turn up The Heat

Youngsters from all over Baltimore County, Md., were rocking with the cops last month as the police department's resident rock and roll band, The Heat, performed top 40 hits and their own crime-prevention anthem, "Crimebusters," at the annual Law Enforcement Day festivities.

The Heat, composed of Sgt. Charles Jones and Officer John Unkart of the Crime Prevention Bureau, Officer John Robinson of headquarters, and Corporal Ralph Bridge and Officer Ronnia Georleff of the North Point Precinct, are musically talented officers who, in an effort to involve youths with crime prevention, decided to employ a medium youngsters could immediately relate to — rock music.

Several years ago, Jones and a fellow officer came up with a crime-prevention song which, although it was never performed, did generate some interest. "In January of 1985, we decided we would really like to do something that involved the kids on Law Day. We thought it would be a great time to do something and bring McGruff [the Crime Dog] out and make him a part of our whole act," Jones recalled.

The Heat was one component of an extensive program for Law Enforcement Day, which was held at the Maryland State Fairgrounds in Timonium. The festivities also included displays, shows, live action by the police canine corps, demonstrations of precision motorcycling and police baremaneuvering and the latest in law enforcement equipment and technology. "We invite everyone — parents, children, college students, job-seekers, senior citizens and government

employees, to attend this special event," noted Police Chief Cornelius J. Behan.

According to Sgt. Jones, the response to the rock band was tremendous. "The kids couldn't believe that we were police, they couldn't believe that we dug their music. It was a big hit — kids came pouring out of all corners of the building," he said.

The Heat's biggest hit — and the heart of their law-enforcement message — was "Crimebusters." Done to the tune of the movie theme "Ghostbusters" by Ray Parker Jr., the song advises: "When you see a crime in your neighborhood, don't call Ghostbusters, call Crimebusters."

Jones says the act is the greatest public relations effort he has ever seen. The response was so great, he said, that The Heat now has a pilot program in two elementary schools featuring the McGruff puppet. "We have a whole McGruff rally involving the entire student body," he explained, "to let the administrators and the school board really see what we're doing and to get them to funnel some of the budget into the McGruff puppet program."

The band devised a way of getting youngsters to participate in the "Crimebusters" theme by pretending that changing the words to the original song was McGruff's idea. As Jones described it, "McGruff sort of waves his arms and John [Unkart] says 'hold it,' and we huddle around and tell the kids that McGruff wants us to change all the words to 'Crimebusters' but that we need a lot of help from the kids."

Law Enforcement News

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Law Enforcement News is published twice monthly (once monthly during July and August) by LEN Inc. and John Jay College of Criminal Justice, 444 West 58th Street, New York, NY 10019. Subscription rates: \$18 per year (12 issues). Advertising rates available on request. Telephone: (212) 489-3592, 3616. ISSN 0364-1724.

What They Are Saying

"There are 117,000 registered machine guns. [Some of] these people who own them have thousands of dollars sunk into collections and they're angry."

Andrew Kendzie of the National Rifle Association, speculating on a move to repeal the recently enacted Federal ban on machine-gun ownership (1:4).

Philly grand jury to probe Move episode

Just days before the first anniversary of the confrontation between Philadelphia police and the radical group Move, the local district attorney announced the formation of a special grand jury to investigate whether top city officials and others should face criminal charges for the action last May, which culminated in one of the worst residential fires in Philadelphia history.

During the siege last year, police dropped a bomb on the roof of the house occupied by members of the radical cult, touching off a blaze which killed 6 adults and 5 children and left 250 people homeless.

District Attorney Ronald Castille said he hoped that a grand jury would draw a distinction between neglect and poor judgment on the one hand and criminal conduct on the other.

The reputations of several of the city's top officials are said to

be at stake in the investigation, including those of Mayor W. Wilson Goode and Fire Commissioner William C. Richmond. Other officials targeted for the investigation include former city Managing Director Leo A. Brooks and former Police Commissioner Gregore J. Sambor, both of whom resigned in the aftermath of the Move incident.

Castille warned that the investigation could be long and costly. "I have had my staff thoroughly review whether the known facts and the law justify a grand jury investigation," he said. "I have now concluded that such an investigation is justified."

In a report issued March 7, the special mayoral commission that was formed to investigate the Move incident urged that a grand jury be convened to investigate the deaths of the five children.

The commission had concluded

that the deaths of the children constituted "unjustified homicide" and that Mayor Goode had been "grossly negligent" in his handling of the confrontation.

The commission had also criticized Sambor and Richmond for allowing the fire to burn unimpeded for nearly an hour as a tactical maneuver to destroy a fortified bunker on the roof of the Move house. The report blasted city officials for failing to take steps to protect the children inside.

The commission's report suggested that a grand jury, with its power to grant immunity and subpoena witnesses, would be able to conduct a deeper probe into the matter.

A spokesman for Lodge 5 of the Philadelphia Fraternal Order of Police said it was the police union that originally called for a grand jury investigation. "What we ob-

jected to," said FOP vice president Michael Lutz, "was that this so-called Move commission was putting everything on the TV. It was nothing more than a circus."

Lutz believes that the outcome of the grand jury proceedings will exonerate the police. "We certainly don't want the public to perceive that there's any black cloud hanging over our heads," he said.

For his part, Mayor Goode said he welcomed the new investigation. "I think it's simply a further attempt to bring about the truth," he said. "I don't think anybody should be afraid of the

truth. I am not."

Goode added that he did not think he should or would be indicted.

As far as his ability to administer the city, Goode maintained that the incident has had no effect on that. In an interview with USA Today, the Mayor said: "Contrary to some views in the media, there simply has not been any lack of ability, mainly because the power of the incumbency is a strong one and people know that. I have not had any lack of ability to relate to people, deal with people, to make decisions, or to be the mayor."

LA cops, deputies join FBI in anti-terror task force

Continued from Page 3

and dissemination of intelligence data and the probable cause needed to initiate an investigation. "These guidelines will still be operative with regard to LAPD personnel assigned to the task force," Booth said.

Other local police agencies in Los Angeles County are standing by to work with the task force if needed. Christopher Loop, an assistant to Chief David J. Thomson of the Glendale Police Department, said that if the need arises, the Glendale department will participate in an information exchange with LATFOT.

"We've worked together before but our participation in the task force was minimized because we are a smaller agency. Because of our close rapport with both the

LAPD and the Los Angeles County Sheriff's Department and members of the Federal Bureau of Investigation, it was deemed unnecessary for us to personally assign someone to that task force."

Loop added, however, that the department is consulted and advised regarding the task force's activities.

Santa Monica Police Chief James F. Keane said law enforcement would be "remiss" if it did not try to form such a task force, given the current world terrorist climate. "I think it's better to be proactive than reactive," he observed. "The three largest agencies have always worked closely together; it's just never been solidified to call it a task force."

Latin nations approve drug treaty

Six major drug-producing countries in South America have signed what is believed to be the first treaty calling for better international cooperation to halt narcotics trafficking, but officials at the U.S. State Department are harboring doubts that the pact will have any more than a "minimal" impact on drug trafficking.

The Andean Pact, which was signed by Venezuela, Ecuador, Peru, Colombia and Bolivia, is said to provide an "umbrella" for coordinated action among the countries. "They've been doing

more of that in recent years," said James Gormley, a spokesman for the State Department's Bureau of International Narcotics Matters. "Colombia and Peru have had three operations in the last year and Peru and Ecuador have been thinking of having such a joint operation. Colombia and Ecuador have also had joint anti-narcotics operations."

The treaty calls on the countries to coordinate narcotics raids along their borders, legislate comparable jail terms for convicted traffickers and set up extradition

agreements for smugglers.

The Peruvian Foreign Minister, Allan Wagner, said the aim of the treaty is to "fight the problem in all its phases, from prevention to fighting narcotics trafficking and rehabilitation of drug addicts."

Although the State Department called the treaty a positive step, Gormley cautioned that "The Latinos are great for broad statements which don't have very much action involved."

But, he added, "The mere fact that it's signed is a good move, we think."

NRA, police take stock as Reagan inks gun bill

Continued from Page 1

owners feel as if they have been left "holding the bag."

Yet overall, the NRA is pleased with the final outcome of its legislative efforts. "I do believe we got 85 to 90 percent of what we want," said Kendzie. "We are very happy with the bill. It's something we've worked for for seven years and something that's been needed for seventeen."

The NRA has sought relaxation of Federal gun controls ever since those controls were first put in place in 1968 following the assassinations of Dr. Martin Luther King Jr. and Senator Robert F. Kennedy.

The bill signed by the President included three amendments urged by a coalition of police organizations to close possible loopholes in the legislation. The first of the amendments, which were sponsored by Senator Strom Thurmond (R.-S.C.), the chairman of the Senate Judiciary Committee, will permit an individual who lawfully possesses a firearm in their home state to carry that weapon to another state where he may lawfully possess and carry it if the weapon is to be used for

lawful sporting purposes. The weapon would have to be transported in a way that makes it not easily accessible. Handguns, for instance, would have to be placed in locked containers, along with their ammunition.

The second amendment clarifies the definition of the term "engaged in the business" of dealing firearms. The Law Enforcement Steering Committee Against S.49 urged the change to insure that the definition covers arms dealers who may dispose of firearms to terrorists.

The third amendment maintains the existing laws that require gun dealers to keep records of all sales. "Without such requirements," the steering committee wrote to senators, "law enforcement would face a flood of untraceable firearms used in crimes."

Jerald R. Vaughn, the executive director of the International Association of Chiefs of Police, indicated that the steering committee is "quite pleased" with the amended legislation. "On balance, we're very pleased," said Vaughn. "In my judgment, we will have in effect blocked in-

terstate sale and interstate transportation where states have precluded people from carrying or transporting firearms."

Ed Murphy, legislative counsel for the International Brotherhood of Police Officers, said that while the legislative end-product addressed some of the concerns law enforcement had with the original NRA-backed Firearms Owners Protection Act, it did not address all of them. "We are pleased that on the transportation issue we got some additional protections for the street officer," he said. "We think that's very important and will save lives. We appreciate the efforts of Thurmond in working the whole thing out."

Murphy said the law is due to go into effect 180 days after being signed.

Kendzie said that while the NRA saw no need for the amendments backed by the steering committee, there remained no question that the rifle association got everything it wanted. What bothers the organization, he said, was the "chicanery" employed by House leaders.

Kendzie charged that House Speaker Thomas P. O'Neill ed-

joined debate on the Volkmer bill because the NRA appeared to be winning every provision of the bill it sought. "He gave some excuse about the budget not allowing us to keep police officers past 5:30 P.M.," he said.

"If the debate had been allowed to go unchecked, we would have won every provision in that bill," Kendzie said. "I think O'Neill did that because he knew they were going down the tubes and he figured he would get some last-lick lobbying in to try to get rid of the handgun parts [of the bill] and whatever else he could salvage."

Kendzie also took exception to the way the machine gun provi-

sion was handled by Rep. Charles Rangel (D.-N.Y.). According to the NRA spokesman, when Rangel called for the vote from those in favor, there was only a "smattering" of ayes but a "resounding chorus" of nays from those opposed to the machine gun ban. "He said the ayes have it and gavelled the damn thing in," said Kendzie. "That, to me, was unconscionable."

In retrospect, Kendzie said, the \$1.6 million spent by the NRA on the effort to pass McClure-Volkmer was well worth it. The overwhelming support the bill got in the House even surprised the association, he said.

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Capitol security debated

Continued from Page 3

grounds has been bolder hearings on the proposed security measures, but according to committee spokesman Dave Smalin, nothing "concrete" has yet been established.

The \$15.4-million cost of the security plan includes \$2.4 million to restore budget cuts that have forced the Capitol Police to operate with 95 fewer officers than its authorized strength of 1,227. The force will also double its squad of 12 bomb-sniffing dogs.

Lieut. Jeffrey Zanotti of the Capitol Police said security has been tightened ever since a bomb went off in the Senate wing of the Capitol in 1983, causing extensive damage.

"We constantly are aware of threats against members of Congress, against the Capitol grounds," he said. "It's our mission to protect the community we serve and we can best protect that community through enhanced security."

Critics of the security plan have complained that a fence would violate the Capitol's tradition of free and easy access. But Senator Cranston retorted, "Reasonable people take reasonable precautions." The best way to protect the Capitol, he said, is to provide protection for a symbol of democracy that would make an attractive target for terrorists.

"It's very hard," acknowledged Rep. Howard. "Here you've got

all the politicians. They want people to seem welcome. I want to do something, but I don't want to go too far." The real frustration, he added, was securing the building without "pushing the people around."

A spokesman for the Capitol Architect noted that erecting a fence around the Capitol would have some historic precedent. From 1822 to 1874, according to Elliott Carroll, a fence surrounded the building but, unlike the one now proposed to keep out terrorists, the old fence was used for keeping out cows.

Carroll added that a study of the architectural details of the proposed fence will be conducted when a \$250,000 appropriation for the design comes through.

Serial-killer conference tackles nuts and bolts

Continued from Page 3

criminal intelligence specialist from California, echoed that theme. "Communication is critical in dealing with serial murder," he observed. "This conference was an excellent method of promoting interagency communication across state lines."

The conference involved participants from 47 states and several Federal agencies, including the Federal Bureau of Investigation and the Secret Service. Detective Captain Bill Murray of the Albany, N.Y., police, generated productive contacts with investigators from four of those states in just one day at the conference, working with the Amarillo, Tex., Police Department, the Pennsylvania State Police, the Hillsborough County,

Fla., Sheriff's Department and the Fulton County, Ga., Sheriff's Department.

"It opened up a lot of areas to look into in some of our own cases," Murray said. "I made some very nice contacts across the country."

Lieut. Jackson Beard, director of the Green River Task Force in King County, Wash., called the conference unequivocally "the best working seminar of its kind I've ever attended. I think we're making a big mistake if we don't have one at least once a year."

According to the analysis conducted by ROCIC staff members, 99 percent of those participants who submitted a post-conference evaluation asked that a second national conference be held next year.

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Of death benefits, lobbying and attorneys

The national Public Safety Officers' Benefits program (PSOB), which provides benefits to the survivors of police officers and



Burden's Beat

Ordway P. Burden

firefighters who die in the line of duty, isn't going to be cut in the Gramm-Rudman budget reductions. That's the word from William F. Powers, director of the PSOB program for the U.S. Department of Justice.

PSOB is fully funded this year and no doubt will be next year, Powers said. "There is currently no perceived threat to the death benefits program from the Gramm-Rudman legislation," he

added. For the current fiscal year, which ends Sept. 30, PSOB has a budget of \$11.4 million. Through the end of February, it had paid about \$4 million to the survivors of 80 police officers, firefighters and correctional officers, leaving a balance of \$7.4 million for later line-of-duty deaths this year. The Administration has asked for the same \$11.4-million allotment for fiscal 1987 and, Powers said, "We anticipate that Congress will appropriate that amount."

Over the last decade, PSOB has paid benefits each year to survivors of 110 to 270 public safety personnel. For the last complete fiscal year, 1985, benefits went to the families of 144 police officers, 61 firefighters and 21 other public safety personnel who died in the line of duty.

In the Feb. 10 issue of LEN, "Burden's Beat" exulted because

a coalition of police associations had provided the muscle to push a ban on armor-piercing bullets through the House of Representatives.

The same muscle was applied in April in an attempt to defeat efforts to weaken the 1968 Gun Control Act. This time it wasn't enough. While hundreds of uniformed police officers representing 13 major associations stood vigil on Capitol Hill, the House followed the Senate's lead and voted to ease some restrictions on firearms. The new law allows interstate transportation of all firearms and the sale of shotguns and rifles across state lines, and cuts back on record-keeping requirements for gun dealers. Police lobbying achieved only one concession — the interstate sale of handguns is still prohibited.

Overall, it was a clear victory

for the National Rifle Association, which spent \$1.6 million to roll back the 1968 law, as compared to a paltry \$15,000 expended by the police coalition.

Should defense attorneys be compelled to help prosecutors prove their case? In a nutshell, that's the issue in a debate that is heating up between Federal prosecutors and prominent defense attorneys. In recent years a growing number of lawyers have been subpoenaed to testify before grand juries about their fees, who is paying them, and about many details of their representation of and conversations with their clients. In some cases, lawyers have been subpoenaed to produce the entire file of a case or a client. Other lawyers claim to have had their offices raided or placed under surveillance, or to have been threatened with criminal prosecution or loss of fees after a vigorous defense of criminals. The defense lawyers have protested, citing the age-old attorney-client privilege, which puts a clamp of confidentiality on all communications between lawyer and client. (There is one narrow exception: a lawyer may ethically divulge information about a client's plans for future crimes.)

Some Federal prosecutors, however, maintain that the attorney-client privilege does not cover all knowledge shared by lawyer and client. Says one assistant U.S. attorney, Gary L. Sharpe of Binghamton, N.Y.: "The privilege has never protected disclosures which relate to

criminal collusion, continuing or contemplated future crimes, or the identity of one seeking legal services or his fee arrangement. Although client identity and fee arrangement may be incriminating, they have nothing to do with the substance of the advice sought in the first place and are not protected."

Harvey A. Silverglate, a Boston attorney who is in the forefront of the fight to preserve the lawyer-client privilege, charges that some prosecutors are seeking to "almost routinely turn lawyers into witnesses for the prosecution." If they succeed, he maintains, the attorney-client relationship will be weakened by fear and doubt. The loss of trust, Silverglate says, will be followed by a "chilling effect on client disclosures to lawyers; the turning of lawyer and client against each other by the creation of conflicts within the relationship itself, leading to mistrust and weakness in the defense, and the direct threatening of the attorney himself that, if he defends his client too vigorously, he may well find himself going broke or, even worse, in jail."

If Silverglate is correct in his analysis, the resolution of this issue could have far-reaching consequences for criminal justice.

Ordway P. Burden is president of the Law Enforcement Assistance Foundation and chairman of the National Law Enforcement Council. He welcomes correspondence to his office at 651 Colonial Blvd., Washington Twp., Westwood P.O., NJ 07675.

NIJ report urges better security, teller training for high-risk banks

Continued from Page 1

success if they have time to spend the money. The same-day apprehension rate is about 18 percent, so if you look at it from that perspective, the chances of catching a bank robber aren't any higher than for any other crime."

He added that if banks could train their employees to set off the silent alarms by practicing and simulating robberies they would be confident and ready to do it. "Banks possess the ability to catch people in the act," Baumer maintained.

Although bank robberies have increased dramatically over the past 33 years, Baumer said, it is not known if the crime is on the rise. "If you look at the trend, what you see from about World War II till today is just a relentless increase, but it's in steps. It'll go up for three or four years and then level off. For the past two or three years, bank robbery rates have been steady."

On the other hand, deaths, injuries and hostage taking in connection with bank robberies has decreased. According to Golub, the number of victims suffering injuries in bank robberies dropped by 12 from 1983 to 1984. There were only 21 reported deaths from bank robberies and 14 of those were the perpetrators themselves. "Employees are much less likely to be the victims of bank crimes than any perpetrator of the crime," Golub

said. "Furthermore, employees are more likely to be the victim of bank crimes than any other person in the bank."

Baumer explained that the violence has been taken out of bank robberies since the Bank Protection Act explicitly states that the safety of employees and customers comes first. "The word on the street is that bank robbery is safe," he said. "Rob a liquor store, you might get shot. Rob a bank and chances are you're not going to get shot. That's good in one sense that people don't get hurt, but bank robbery has also increased 61 times and I suspect that is part of the reason for the increase."

Between Jan. 1, 1982, and June 30, 1984, 164 of the institutions studied were robbed 223 times, according to the NIJ report. Of those 223 incidents, only three were violent and two involved security guards.

Single offenders who did not show weapons committed 34 percent of the robberies, according to the study. Forty-four percent were committed by armed, lone offenders and armed gangs committed the remaining 22 percent.

The study also attempted to match the robber with the type of bank robbery committed, which Baumer said could be extremely helpful to security directors. The study also identified five basic risk factors.

According to Baumer, a financial institution with only one or two employees and located in a small office would be the likely target of an armed robber. On the other hand, large, busy banks and offices would probably attract the type of robber who would wait on line and hand the teller a note, then disappear into the crowd with the money.

Baumer and Carrington classified as "high risk" banks those that are branch offices in cities of

over 26,000 population and that were robbed during the three years prior to the study. They also considered the environmental factors of whether other businesses in the neighborhood show signs of intensified security, such as window bars or anti-burglary gates, and whether or not the bank manager would be fearful walking through that neighborhood alone at night.

"You put those five things together and that increases the chances of that office being robbed ninetyfold," said Baumer.

Flashback



1967: Get the point?

It seems that some drivers in St. Paul, Minn., just couldn't figure out what the word "Yield" meant, so the city's traffic department decided to spell it out in clear, non-nonsense terms — just as it would appear in the average driver's education manual. The experiment was designed to catch the eye of the inattentive motorist and, as seen here, this St. Paul police car provides the still-puzzled driver with a living example of what to do at such an intersection.

Wide World Photo

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Forum

Greenberg:

The real obstacle to NYC's police merger

By Martin Alan Greenberg

As was made eminently clear in at least three public hearings held this past March, the proposal to merge the New York City Police Department and the city's Transit Police into a single agency faces several significant obstacles. On one side of the seemingly unending debate are the heads of the Transit Patrolmen's Benevolent Association and the city PBA, who have opposed the merger on the grounds that it would hurt morale, reduce operating efficiency, destroy the Transit PBA, reduce subway patrols and lead to numerous lawsuits over employee benefits. The union leaders claim that after consolidation the problems of the subway may become secondary to the problems of the city.

Officials in the Koch Administration, meanwhile, maintain that consolidation would increase the safety of subway riders, improve the morale of current Transit Police personnel, enhance the delivery of services, conserve resources and improve coordination and efforts to control quality-of-life offenses (graffiti, etc.).

Under the proposal, a new Transit Bureau would be created within the city police department and its chief would en-

joy equal status with other bureau heads. Kevin Frawley, the city's Coordinator of Criminal Justice, has maintained that under the City Charter the city's police force has always had the mandate to perform all police work within the city and that it had only "leased" that power to the Transit Authority 33 years ago when a separate transit force was created.

But an impediment to agency consolidation exists that is far greater than mere administrative considerations. Philip Caruso, president of the city PBA, has voiced concern that after a merger, subway assignments might be given as a type of punishment because "it is virtually unanimous that our people do not want to work in the subways." He believes that "the subways would be used as a dumping ground," if not at first then in a few years. A similar concern was

Continued on Page 13

Martin Alan Greenberg is the author of "Auxiliary Police: The Citizen's Approach to Public Safety" (Greenwood Press, 1984). A former New York City senior court officer and auxiliary police officer, he was president of the Auxiliary Police Benevolent Association of New York from 1973 to 1974.

Curtis:

How to improve our CJ batting average

By Lynn A. Curtis

Would George Steinbrenner rely on a clean-up hitter who batted .100?

Only about 10 percent of the serious crimes committed in the U.S. each year result in arrest by police — and many crimes are not reported. Lee P. Brown, chief of police of Houston, noted: "The plain truth is that the police and other agents of the criminal justice system will never, by themselves, do much significantly to reduce crime in America."

For the most part, police react to crime after it is committed; they do little to prevent it beforehand. Yet Americans still place unreasonable expectations on officers overextended by our enormous volume of crime.

Needless to say, the War on Crime is being lost. Hardware was fashionable in the 1970's. One police department received a grant from the Federal Government for a submarine, and another got several tanks. Yet serious crime has doubled since the late 1960's. We have by far the highest rates of crime and im-

prisonment — and of social fear — in the industrialized world.

Contrast Ponce, Puerto Rico, where police play a supportive role — assisting an indigenous community organization, the Center for Orientation and Services, run by a Catholic nun, Sister Isolina Ferre. The police rely on "El Centro's" "advocates" — local residents trained to counsel "high-risk" youngsters and those in trouble with the law. For a decade, El Centro has engendered self-respect in hundreds of youths, given them job opportunities and cut delinquency rates in half.

In Washington, Around the Corner to the World, an indigenous minority self-help group supported by the Milton S. Eisenhower Foundation, organized against drug dealing in the Adams-Morgan neighborhood through block

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Lynn A. Curtis is president of the Milton S. Eisenhower Foundation. The foregoing article originally appeared in *The Baltimore Sun*.

Other Voices

A sampling of editorial views on criminal-justice issues from the nation's newspapers.

The unending war

"The litany of the war on drug smuggling is all too familiar. To state the obvious, so long as there is a large market and so long as the economic rewards for illegal drug sales are extremely high, international drug smuggling and its attendant violence will continue. Only through the increased cooperation of the affected nations will this scourge be abated. Their commitments thus far have not been for an all-out, no-quarter war. Even the United States has failed to commit sufficient resources. In the United States, forces against drug smuggling are spread too thin. U.S. Sen. Pete Domenici and Jeff Bingaman of New Mexico recently asked for organization of a Southwest Border Task Force involving the Drug Enforcement Agency, the U.S. Customs Service, FBI and local and state police to combat drug smuggling along the 2,000-mile U.S.-Mexico border. A task force in the Southwest might succeed in interdicting the traffic temporarily until it moves to another, less guarded route. Erecting an insurmountable roadblock is an almost impossible task. Illegal drug traffic into the United States is measured in billions of dollars while efforts to combat the trade receive a commitment amounting to a fraction of that amount. The bottom line is that the war against drug smuggling and drug abuse is being lost for lack of sufficient national and international commitment to wage an all-out campaign to destroy the illegal industry and to dry up its market. Only by a concerted and coordinated international effort aimed at neutralizing the financial empire that handles the supplies, shipments and distribution of illegal drugs can the flood be slowed."

— *The Albuquerque Journal*
April 26, 1986

Loading the argument for death

"What more could be said against the death penalty than the Supreme Court has just said in upholding it? According to a 6 to 3 majority, it is perfectly constitutional in capital cases to decide guilt or innocence with juries that are more likely to convict than acquit. The Court once demanded special safeguards for the accused in cases involving capital punishment. Now it rigs matters against them. A system that must rely on biased juries hardly needs opponents to condemn it. For many years, courts refused to recognize what everyone knows: Jurors who harbor doubts about capital punishment tend to be more sympathetic to the defense. Jurors who favor executions tend to sympathize with the prosecution. That's why district attorneys try to remove death penalty opponents during jury selection. Now the high court says, with startling cynicism, that it doesn't make any difference if one category of juror is apt to vote differently. It's still all right to exclude defense-prone jurors and not prosecution-prone jurors. Decisions like this are illogical on their face. If the only way capital punishment can be administered is by rigged juries, sooner or later a more patient Court will have to undo both."

— *The New York Times*
May 7, 1986

Letters

Right hooks

To the editor:

For some time now, we have been getting your left-wing paper at the sheriff's office, and some of the articles in it sure have a way of making our deputies mad. When the boys read your article "Rallying Around the Gun Control Issue," they could stand no more. Somebody from our department had to write you a nasty letter and let you know that our department was 100 percent behind McClure and Volkmer. Me, drawing the short straw, got the "dirty letter detail."

First off, let me express our views of the 1968 Gun Control Act. It was a bad law directed against the law-abiding citizens of this country, passed in the panic of the Martin Luther King and Bobby Kennedy assassinations by a few left-wing opportunists that saw their chance to get another step of gun control passed at a time the Congress was vulnerable to the idea. It has no effect on crime, other than making honest citizens criminals. A criminal has never bought a gun over the counter and made out the BATF yellow slip — they don't have to. Most professional criminals have their underground system for getting guns, so why should they even try to buy a legal gun in the legal way?

We all know that New York has the Sullivan gun act, the toughest gun control law in the country. Has it stopped crime, or do you still have the highest crime rate in the country? Your Sullivan Act does keep honest citizens from owning firearms and puts them at the mercy of the criminal who has free run in New York.

On the other hand, look at Utah. We have no control on gun ownership, other than you must be over 16 to own a rifle, and 21 for a pistol. Every farmer and rancher has a rifle in the back window rack of his pickup or under the seat. He

might pack a pistol in the glove box or under the seat. Under Utah law this is illegal but it's not enforced too strongly unless somebody has a record. Our crime rate in Sevier County is almost zero. We have our share of burglary, rape and theft but most of it is from people passing through the county. As far as gun crimes, we have an armed robbery about every two to three years, and most of the time it's people from other states that don't know Utah is an armed camp. It's also legal to own a machine gun in Utah if you pay the \$200 Federal stamp.

An incident like the one at McDonald's in San Diego last year would be next to impossible in Richfield. If an armed man went in McDonald's here, I doubt if he would shoot more than two or three people before a rancher took the top of his head off with a .22/250.

I believe you know how we feel about all your gun control articles. This department is in the heart of the rednecked, right-winged, Republican stronghold of the United States, where God, country, guns and women are still respected. And we wouldn't have it any other way.

Maybe the boys feel that I didn't word this strong enough to get across our feeling on gun control and the 1968 Gun Control Act, but I think you got the idea where our department stands. At least we admit that we're understaffed to protect the whole county, but we believe that people have the right to protect themselves in our absence with whatever means they have to shoot.

Maybe if New York would repeal the Sullivan Act and let people have guns to protect themselves, it might have a startling effect on dropping your crime rate. I don't believe that we have ever had a mugging in Sevier County. When was your last mugging?

JERRY MITCHELL
Sevier County Sheriff's Department
Richfield, Utah

For as long as some folks can remember, Boston has been a political hotbed, with more factionalism, racial and ethnic confrontation and community sensitivity than most cities could claim — or would care to. Thus it would seem all the more fitting that the task of administering the city's police department would fall to a man who preaches honesty and sensitivity as his credo, who seeks earnestly to make the force more efficient, more professional and above all, more courteous and sympathetic to the diverse needs of the city's residents.

Francis M. "Mickey" Roache, who recently began his second year as Boston's police commissioner, sees the key to turning his department into a "problem-solving" agency in keeping his personnel aware that they are first and foremost public servants. And that means going back to basics. "Police officers now recognize that 75 to 80 percent of the time they're engaged in service delivery," he says. "We're not always running after people who've committed armed robberies or people who've stolen cars; we're a service oriented organization." As he views matters, treating people with respect and dignity, even if police have responded to a minor citizen complaint is the way to make an awful lot of progress in fostering better community relations.

Roache is convinced of that on the basis of considerable firsthand experience. The former head of the depart-

ment's Community Disorders Unit, which deals specifically with incidents of racial violence and civil rights violations in the city, Roache made a bold professional leap from lieutenant to commissioner last year, becoming only the second member of the uniformed force ever to make it to the top of the department. His appointment was hailed by community groups as a giant step toward improving Boston's racial climate, and Roache remains determined to run the department like he ran the CDU. "You have to be able to communicate with the public and remember that we work for the public," he said. He embraces a style that is a combination of 18 years of street-smart policing, traditional police management theory and progressive community-based law enforcement.

Street smarts aside, colleagues say Roache is almost "painfully honest" and sensitive. He cares and the minority community has responded to that. He's not shy, though, when it comes to describing the track record of the CDU, noting that it beats any other such unit in the country hands down when it comes to monitoring, reviewing and investigating issues of civil rights and racial violence.

There don't seem to be enough days in the week to implement all the ideas Roache would like to see put into action. Often working seven days a week, the commissioner uses his weekends to catch up on "mountains of

paperwork." Roache has begun to implement a differential response approach to 911 calls, he has initiated a more extensive foot-patrol deployment plan and he has opened up more police mini-stations to serve as neighborhood bases of operations. The next step Roache wants to take is into the controversial realm of drug screening, and he says no department is as ready for the that step as Boston's. He has temporarily delayed instituting the department-wide tests because of some difficulties with the police unions, but maintains that in the interest of public safety such a testing program is essential. "It might be a rigid standard I'm asking our personnel to adhere to, but in this day and age we're no different from anybody else in society. If there's drug abuse out there, I want make sure that our personnel are not involved."

Roache will accept nothing less than the highest standards of performance and comportment from his officers. He himself attended college through a department program that allows officers to work at night and attend class during the day, earning a master's degree in public management and a bachelor's in law enforcement. Over the past year, he says, he has probably fired more officers than have been terminated in the past 15 years. He admits it's not something he's proud of, but swears that if you ask his officers for their reaction to his disciplinary style, they'll say, "Thank-you, Commissioner. This department needed that."

"I'm convinced that if we just treat the public with respect and go back to basics, we could make an awful lot of progress."

Francis M. Roache

Police Commissioner of Boston



Law Enforcement News interview
by Jennifer Nialow

LAW ENFORCEMENT NEWS: You have been described by colleagues as being a sensitive and "painfully honest" man. How do you reconcile these qualities with the tough crust that major city police executives must have at times?

ROACHE: One of the problems in law enforcement is that police chiefs and commissioners — even police officers at the recruit level — think that they have to be so tough. You know what being tough is? Being sensitive and being caring. It's easy to be a good, tough police officer and I was that for 17 or 18 years. I was on nights, one-man car, two-man car, I've been hit with bats, I've been shot at. But under my leadership this department is going to be committed to being sensitive and caring. Those qualities go hand-in-hand with being a good, tough police officer.

LEN: How do you convey this message to your troops?

ROACHE: It's happened already. Police officers now recognize that 75 to 80 percent of the time they're engaged in service delivery. We're not always running after people who've committed armed robberies and

people who have stolen cars; we're a service oriented organization. The first few months the mail did not reflect much of a change in terms of how we're policing the city. But the mail that's coming in now I'm very proud of. I hear people saying, for example: "Dear Commissioner, I want you to know that I'm very proud of two officers I met recently." Then it described their problem and it's usually something minor. But the officers treated the person with such great respect and dignity, they were so courteous. I always thought this job was fairly easy, and I'm convinced now that if we just treat the public with respect and go back to basics to communicate well, we could make an awful lot of progress.

Support groups

LEN: Your appointment was hailed by community groups as a first step in achieving some kind of racial harmony in the city — particularly in light of the strides you made with the Community Disorders Unit. Do you still retain the support of those groups?

ROACHE: I'm very pleased; it's gone extremely well. I really appreciate what my old friends have done and a lot of new friends out there in the neighborhoods. They're out there, they support what we do and it's very, very encouraging.

LEN: Has your experience with the Community Disorders Unit prompted any significant changes in the community relations policy and practice of the Boston police?

ROACHE: Very much so. I think the message is very clear now that I want to run the Boston Police Department like the CDU. In order to do that, first of all, you have to be a good cop. That's basic. You have to be able to communicate with the public and remember that we work for the public. Our police officers are doing that now. It was a tough year for them during that difficult period. They're coming back, they're feeling good about themselves. I think things are improving dramatically.

LEN: What do you see as the proper role of the police department in fostering a broader, citywide racial harmony?

ROACHE: The key is to put together a management team, a command team which, first of all, is a reasonable reflection of reality — in other words, the racial makeup. That's critical. Secondly, the command staff must have that wonderful quality of compassion for people and recognize that there is no way racism can exist anywhere in the police department. We work for

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"Important as affirmative action is, I'd like to go beyond good faith. There are a lot of talented people out there, and we're going to work hard to find them."

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everybody. The command staff, fortunately, provides leadership on this and as a result that type of management is filtering down to the patrol force. We've reached about 500 police officers who have received special training relative to this important issue, so we're making great progress.

LEN: What kind of special training do you give these officers?

ROACHE: From a professional point of view, they're all trained in the proper use of the civil rights law, what to look for in terms of investigative information that can help us obtain cases and ultimately convictions in civil rights cases. We bring into the classroom people who have been victims of racial violence or civil rights issues. I bring in the attorney general's office and other law enforcement officials who are all sending out the same strong message that this city is changing and our police department plays a major role. I see the police department as an extension of the neighborhoods and the community. Although we could deprive you of your liberty and we can use force, still we make up the neighborhoods of the city and we are going to become a friendlier and very effective police department.

The rainbow coalition

LEN: Since your appointment you've placed a number of minority officers in upper echelon positions. What impact has this had on the department?

ROACHE: It's had an outstanding impact on the department. Over a year ago I said that next year, meaning this year, I wanted to have a historic day in this department. I said we have the talent within our department to promote a substantial amount of minority officers to the rank of police sergeant. This past January 31, 11 minority police officers were promoted to sergeant. Now we have 11 minority sergeants for the first time in the history of the department. In the history of the department all we've ever had was one minority sergeant. I think we just took a giant step forward.

But we can't let up. On February 28, 1987, all these fine officers will be eligible for the lieutenant's exam. So we're moving forward and I'm very pleased, but we're going to go harder. Important as affirmative action is, I'd like to go beyond that, beyond good faith. There are a lot of talented people and I get excited about having the most qualified, outstanding police officers in the city. They're out there, and we're going to work hard to find them.

LEN: Is the department now working under a hiring or promotion quota, or are you just doing everything possible to improve minority representation?

ROACHE: Let's say we are making every effort to reach out through our recruiting and our command staff and all of us to find those talented people who are out there. The affirmative action plan provides you with direction. I think that's important. Anything I've done on the CDU, anything I've done in my life I set goals. I write 'em down. That's what we're committed to doing. But there's no quota system beyond good faith.

Where the boys are

LEN: In 1983, plans to implement a program of one-officer patrols on foot and in cars were temporarily shelved in a dispute over officer safety. Have you since initiated a foot patrol program? Along what lines?

ROACHE: At the present time, we're working on a deployment plan that's working extremely well. However, what I want to do is to move forward with a neighborhood-based deployment plan, one that makes sense to me and to the neighborhood people. Cars have been running all over the place for the last 15 or 20 years in major cities and we're not communicating. What I want to do is turn around and develop a whole new plan whereby we develop areas or sectors or whatever you want to call it. We've done a lot of analysis in terms of what the problems are from our point of view, but equally important are the quality-of-life issues the public is concerned about. Then we begin to work on a 911 system to come up with a differential response, which simply means let's find another way to provide service to citizens. That means I'm going to take perhaps some walking officers and put them into a neighborhood along with some motorcycles, maybe a two-man car and a mixture of policing or patrol that meets the needs of that particular area. I encourage people to write and describe their problems in the form of a list and prioritize it; that's how we've been successful in the last few months. I want to enhance that so it's a citywide program.

It finally reaches back to the public. Instead of just taking a report, we want to be problem solvers. The heart and soul of this whole program is to begin to solve problems.

LEN: How long do you think it will be till you get a program like that fully implemented?

ROACHE: Approximately two years, but we're going to move in an incremental fashion. What we're doing right now in Area C and Area E is coming up with a version of this patrol plan. We're working closely with some real fine people in law enforcement, like George Kelling, for example, who wrote that outstanding article "Broken

Windows," which deals with quality of life issues and how neighborhoods break down unless you begin to communicate and care.

LEN: What kind of enhancement would you be planning?

ROACHE: The neighborhood-based deployment plan, the heart and soul of which is differential response. Since about 1971 there was a decision made by the city administration to have every single call that would go into 911 responded to by a vehicle. Every call. As a result, 14 percent of our calls for service today are categorized as frivolous. Someone would call up and want to know what time the marathon starts; what time baseball games start; what time Filene's is open. It's a real waste of everybody's time. Another 14 percent of the calls should have been directed to another department head or agency, but definitely not to the police. Then 25 percent of our calls are legitimate calls to fire, police and health and hospitals, yet none of those really were Priority One, meaning they were not life-in-danger or crime-in-progress calls.

What it comes down to is 15 to 17 percent of our calls for service require a Priority One. We have to get there immediately because there is somebody in danger or there is a crime in progress. The problem is that we are driving all over the place handling every single call you can think of. For example, if you went home and parked your car at ten o'clock tonight and woke up at nine o'clock and saw some minor vandalism, like your headlight was broken, I think what we'd do now is send a car there. If we spoke to you in a very professional way and said we will take the report over the air, that would be differential response. If you lived near the station, you could come in and file a report at the station house. Or, we could say, 'I'm sorry, we will be there but it will be in about an hour.' That way, we don't have your expectations up that we'll be along in a few minutes. So the heart and soul of that is to come up with a response that makes sense given the tremendous reduction in police resources over the past several years.

We feel strongly that based on a real analysis of calls for service, we can commit our resources to a geographical area and we can maintain what we call

"Fifteen to 17 percent of our calls for service require a Priority One [response]. The problem is that we are driving all over the place handling every call you can think of."

sector integrity." Once we begin to stay in that area, we feel we can build some public confidence in our ability to be like a problem-solving police department. This patrol plan is what people want. It will be modified, obviously; it won't be like having all the foot men we had years ago. Most important of all is for us to begin to talk to the public again. Something good is happening in that area already, and in the last few months the mail clearly reflects an increased communication between the police and the public.

LEN: It would appear from what you're saying that you are taking a long, hard look at overhauling some major aspects of the department. Would that be a fair assessment?

ROACHE: Very definitely. I think change is difficult for people periodically. But I'm not trying to tip the department upside down. It's really going back to basics if you really reflect upon what we're doing: facilities, making sure police officers respect the public and, unfortunately, when they get into serious difficulties, dealing with that in a very serious way. I believe our most recent reorganization reflects what's on people's minds.

Who polices the police?

LEN: Up to the end of former Commissioner Joseph Jordan's tenure, there was some disagreement between Jordan and Mayor Flynn over a proposed civilian review board. Has that since been ironed out? Is such a board now in place?

Who polices the police?

ROACHE: I decided to appoint a full superintendent to the Bureau of Professional Standards. That person also heads up the Internal Affairs Division. Historically, the police department has not seemed to have the ability, the courage or the commitment to police its own. I don't mind telling you right now, I'll probably be tougher than any civilian review board they could put together. I don't take pride in saying this but I've probably fired

LEN: A task force that reported on management and job performance in the city of Boston last year charged that the police department is "either operating without an appropriate day-to-day deployment plan or, if such a plan exists, it is not written down." What's your reaction to the charges?

ROACHE: Quite frankly, there presently exists a good patrol plan in writing. They were even able to review a computer printout which indicated all the various assignments throughout the city. Yes, we do have a patrol plan, a 1983 patrol plan which I really feel strong-

LEN interview: Boston's Mickey Roache

more police officers in the past year than in the past 10 or 15 years. That's not to say that the majority of our personnel are not outstanding and professional. We get very serious cases and I deal with those. What I've done is I've eliminated a lot of layers of getting to me. Superintendent Al Sweeney reports directly to me; he conducts independent investigations and I let the district do their own.

LEN: What's been the reaction of the officers to this?

ROACHE: If you talk to them together, they might think I'm a little tough. But when you get them one-on-one, they say "Thank you, Commissioner. This department needed that."

LEN: What about when it comes to the hot topic of the day, drug testing? Where does the Boston Police Department stand on that?

ROACHE: I think you're going to see the Boston Police Department take a leadership role in this issue. You won't find any other department that is as ready as we are. It's just a matter of a relatively short time. I'll be announcing a universal random drug-testing and screening program. I feel very strongly about this, and it's obvious to me and hopefully to the public that what we're talking about here is public safety. Anytime a police officer carries a firearm or can make arrests, deprive people of their liberty, and also seize drugs as evidence, that deeply concerns me. It might be a very rigid standard I'm asking our personnel to adhere to, but in this day and age we're no different from anybody else in society. If there's drug abuse out there, I want to make sure that our personnel are not involved in that. Then again, I'm going to be very fair. The word is out there, and they know there are other options. We are going to come up with positive programs and work with anybody who has a drug abuse problem. It really comes down to public safety and there is a real, rational basis for drug screening.

LEN: Are you talking about random drug screening for the entire department or just recruits and those who wish to be transferred to sensitive units?

ROACHE: The entire department, including civilian personnel.

LEN: The police union is reported to be less than happy with your drug-testing plans...

ROACHE: There's a perception that we're far apart on that, but I think we all agree that drugs and drug use are unacceptable for police officers, so actually we're much closer than what might be believed. There is the Fourth Amendment issue, that to obtain a sample of urine is definitely a seizure as we view it under the Fourth Amendment. But I feel strongly that we engage in public safety and so that puts us in a much different setting. For example, it's funny how if we go to an airport, we don't have much difficulty with people checking us with metal detectors to see if we have metal objects — guns — on us. There's no problem with wanting to make sure that people who fly airplanes have had a test for alcohol within the past 24 hours. So there are issues that suggest to me that sometimes we have to be a little flexible in some areas. Public safety is of paramount concern to the public. We cannot be on drugs to make the decisions we make day to day which will impact on you and everyone else in a very significant way.

LEN: You announced postponement of the drug testing program until June 21 in order to gather more information. What are you hoping to gain by holding off another month?

ROACHE: It's not a postponement. It's a good faith act on my part. Quite frankly, I knew the union would go to court, and I have no problem with that. I would never get in the way of a court decision. They were concerned about the Fourth Amendment, but we in the police department will be judged by a higher standard. We have to be. It would be ludicrous and naive of me to talk to the media as if we did not have a problem. How great a problem we do not know at this time.

LEN: What would be your preference as far as dealing

with those who test positive for drugs — disciplinary action or referral to a treatment program?

ROACHE: We've made a real serious effort to let our personnel know that this is coming and we are willing to work with anyone prior to a regulation coming up. So there is a real awareness out there; the union and everyone else knows. When I come out with that plan, it will be a case-by-case basis depending upon what the results bring forward. I've spent a year doing this because I think it's very important.

One of the key issues will be the reliability of the test. Some people are saying that the test is not reliable but I've taken a whole year and brought in some experts, some medical people, some technicians who work in the lab, and based upon a real forensic approach to this issue we're finding that we have a 100 percent reliable test. Gas chromatography, spectrometry, the most sophisticated devices around. But in fairness to everybody, if a person comes up positive, we'll do a confirmatory test. That will eliminate that one out of 10,000. Then we'll also provide a third sample.

"Public safety is of paramount concern to the public. We cannot be on drugs to make the decisions we make day to day which will impact on everyone in a very significant way."

those people who are stealing cars and perhaps a serious dent in the stolen car problem.

LEN: Has the Boston Police Department gone in for any of the high-tech aspects of law enforcement?

ROACHE: Very much so, although sometimes you're limited by budgets. A year ago I was trying to get a couple of million dollars of personnel funds into the non-personnel area. It really increased our capability to obtain some technology. But we're moving along nicely now. For example, you probably read about the computerized fingerprint technology. We're going to be plugged into that perhaps in a few months. I believe that will be one of the most major contributions to policing in perhaps 20 years. We go to homes now for breaking and entering and our detectives lift prints, but if you really don't have some idea who the suspect is it presents a tremendous problem in identification. Now we'll be able to lift these prints, throw them into this computer and it's unbelievable. You know the Night Stalker out there on the West Coast? That technology was responsible for



Auto-motives

LEN: For some time, Boston was besieged by car thefts. Is this still the case? If so, what have you done to get a handle on it?

ROACHE: Unfortunately, I'm not happy at all, as I'm sure the public is not, with our reputation as having a real serious problem with auto theft. No doubt about it. Auto theft is now, and more importantly, will be in the future a high priority. You'll see our detectives both at the headquarters level and the district level doing a tremendous amount of analysis of where our problems are, where the cars are being stolen. We put together a task force a few months ago and, lo and behold, I was not really surprised to find out that perhaps 1,000 are reported stolen which are not stolen. It was the reporting procedure that was causing a serious problem. So I'm coming to believe that a whole lot of people get their cars towed and rather than taking the time to call the police they initially report the car as stolen. Then they hear from a towing company or something and they pick their car up and that's the end of it. Meanwhile, we have a report on a stolen car which is not stolen. So we're making a lot of progress administratively. What I really want to do is enhance the auto theft unit so that perhaps we'll get some younger, more professional officers. A lot of the officers get excited about that. I'm pleased with that. If you think about it, with the exception of purchasing a home, buying an automobile is a major, major commitment. It's very important to people.

LEN: How long will it take before a comprehensive plan for dealing with auto theft is in place?

ROACHE: I think we're doing fairly well now, but I think that within the next year, I think we're going to see some good, good detective work in clearances of

identifying and ultimately prosecuting him for the serial killings.

Then there's mobile data terminals, and we expect in a few months to have a pilot program with several of those installed in our automobiles to give us instant access to information. If, for example, we detain a motorist, a person who's acting suspiciously or resembles a suspect, we could get into that data terminal and based upon the inquiries with the suspect, we could run a lot of information through that mobile data terminal and have instant access and in many cases make arrests, find out if we have warrants, things like that. It's pretty exciting. We were way behind the times a year ago but we're moving forward. I'm very, very, pleased with the progress we're making but we still have a way to go.

The great leap forward

LEN: Your appointment as commissioner represented a quantum leap from your previous rank of lieutenant. Did this require any major readjustments in your thinking upon moving to the top spot in the department, or did having been a lieutenant immediately prior to becoming commissioner perhaps offer more of a mid-level view of the department from both top and bottom?

ROACHE: As you indicate, the middle management level of the department is a good position to be in to kind of look above and below, if you will. I had a real good sense of what was going on in the department for the last few years. Quite frankly, I don't really see it as a quantum leap. I feel one of my strengths was probably in the area of administration and management as it worked in the CDU. I was very fortunate in learning how to manage a lot of problems with a limited amount of resources.

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Roache: 'High standards are paying off'

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LEN: What kind of major readjustments, if any, have you had to make in your private life?

ROACHE: That's a different story. Frankly, it's a major adjustment in terms of time. It has become a very precious commodity, something I value greatly. One way to compensate for time is to put more time in, so that's been fairly easy for me to adjust to. I guess I probably like to work. I spend about seven days a week, and fortunately Sundays and Saturdays are reasonably quiet so I can go through a mountain of paperwork and edit and write and review a lot of issues that require some kind of strategy.

LEN: Do you have less time now for activities you enjoyed when you were a lieutenant and your time wasn't as consumed by work as it now appears to be?

ROACHE: I have less time in the sense that I cannot put in a lot of time on any one project. The key to a good manager or a good administrator is to be able to take many, many projects and many, many problems and be able to commit the resources. In other words, to be able to utilize the command staff and other personnel in the department to accomplish goals without losing any quality along the line. That's extremely challenging. With writing and proposals, there's an awfully high standard around here that's beginning to pay off.

LEN: It was recently reported that some 25 percent of complaints against police came from Asian-Americans, prompting community groups to charge that the Boston Police Department has an anti-Asian bias. What's your reaction?

ROACHE: We don't have any problem like that in the department. A few years ago, there was some concern that some Vietnamese, Cambodian and Laotian in Boston might be having some problems but nobody could articulate that and nobody could identify the problem. I went and worked with the civil rights division of the attorney general's office, and I also took some plainclothes detectives and we went into the Dorchester neighborhood where there were maybe 6,000 Southeast Asians living there. It was very clear that our Southeast Asian friends have a genuine fear of the police and a genuine fear of reporting to the police. So our visit was a very positive thing.

I would challenge anybody to come forward and say they're doing more than the police. The police department is doing things that not even social agencies are doing. We're not only providing interpreters at the police level to deal with victims of crime, but we're working really into the community. I have an officer who's a liaison in Chinatown who's doing an outstanding job. Those kinds of efforts are ongoing. We're educating our new friends that they do have rights and explaining how the law works and how the police are their friends. It's a very, very good program that is geared to promoting confidence in the Asian community to come forward and work with us in the police department. We're making real strides. The CDU [Community Disorders Unit] is one of the things I feel really good about. I don't think there is another department in the country that monitors, reviews or investigates issues around civil rights and racial violence as efficiently but most importantly, in such effective ways as we do in the Boston Police Department. We're very concerned about our Southeast Asian friends and we're making a lot of progress there.

LEN: Several months ago, union leaders charged that you were letting your subordinates run the department. What's your reaction?

ROACHE: Let me just say that Francis "Mickey" Roache is running the Boston Police Department.

LEN: In connection with that, a controversy arose over the transfer of 33 detectives to uniform duty. What were the circumstances surrounding the controversy?

ROACHE: Late last summer, it was that kind of year where there was a lot of vacation time and our personnel have to get away to go on vacation. We've done extremely well with the past summer in public safety. There were no major racial problems and I give the public high

marks for working closely with us. I felt it was important in the waning weeks of the summer to maintain police visibility. Therefore, I made a decision which I feel strongly about, that detectives are Boston police officers and it's my prerogative to deploy them the best way I see fit. I put them in uniform back in the neighborhoods for several weeks to enhance the visibility and maintain the public confidence we had gained during the summer months.

LEN: A TV network recently aired a docudrama based on an incident several years ago in which a young black man was shot by Boston's Tactical Patrol Force. What was your reaction to the program? Do you think it fairly portrayed the Boston Police Department?

ROACHE: Let me just say that that was a tragic incident. I was just talking to a Boston Globe reporter the other night and he indicated that the author of the book was very pleased with the present administration. He feels strongly that this administration is very straightforward and willing to police themselves. Deadly force is an important issue and one I feel strongly about. Clearly, the department knows my stand on this. Very simply, any incident of deadly force will be investigated thoroughly and efficiently and with great sensitivity to all parties concerned.

LEN: What steps have you taken to prevent independent police units from getting out of control, as was portrayed in that movie?

ROACHE: First of all, the Bureau of Professional Standards was perhaps one of the most important moves that I made very early on. I brought in Superintendent Al Sweeney, a person of high character, a person who understands those issues better than anybody perhaps in the country. He has the finest academic and training

credentials in the country. He understood how serious I was about police accountability. And again, accountability and corruption are the areas that are very important to me because if you are going to rebuild the department, which I'm doing right now, you have to begin at the basics. The foundation must be built on integrity and accountability.

LEN: Under former Mayor Kevin White, there were charges of improper political interference in the administration of the police department — specifically, that a mayoral assistant named Dunleavy attempted to circumvent or usurp the authority of Police Commissioner Jordan. Has Mayor Flynn returned to a more of a hands-off policy with regard to the police department?

ROACHE: Yeah. I don't see the Mayor that often; he's running the city, I'm running the police department. It's a real good relationship, in a way, that I don't see him that often. We're doing well over here, we have a good command staff — we have some concerns, of course, as a lot of people do. But don't get me wrong — I have great respect for civilians.

LEN: Has your mutual familiarity with the Mayor, which dates back to your respective teen-age years, helped at all in your administration of the police department?

ROACHE: I don't think it has any bearing one way or the other. I'm very fortunate in the sense that philosophically we probably think an awful lot alike, and we have the same attitudes about people and neighborhoods, and the same sensitivity about people. I feel good about the city, I feel pretty good about the department. We seem to be moving in a direction where people respect each other a lot more, and I feel good that the department's playing a role in that.

How to Become a Successful Professional Security Consultant and Expert Witness

June 27-28, 1986

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The explosive growth of crime and terrorism, the boom in personal injury litigation stemming from security negligence suits, and new Internal Revenue Service rules have all helped to create a pressing demand for professional security consultants. This seminar, taught by veteran practitioners in law enforcement, security consulting and litigation, will prepare you to qualify as a consultant and develop your consulting skills, start your own firm and market your services, serve as an expert witness in security litigation, and much more.

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For further information, write or call: Ms. Vicki Abbott, Security Management Institute,
444 West 56th Street, New York, NY 10019. Telephone: (212) 247-1600.

Curtis:

Boosting CJ's batting average

Continued from Page 8

watches supported by police. The project helped secure housing rehabilitation for low-income people by Jamee Rouse's Jubilee Housing Inc. This led to a home weatherization business, capitalized by the U.S. Department of Health and Human Services, which employs high-risk minority youth. A new Teen Parent Self-Sufficiency Center in the same neighborhood creates an "extended family" for single teen mothers and their infants. The mothers work to finish their high school diplomas, and some will be employed in the business. Single teen fathers also can be employed — but only if they agree to use some of their earnings to help support their children.

The Argus Learning for Living Center, run by Elizabeth Sturz in the South Bronx, and the House of Umoja, run by Falaka and David Fattah in West Philadelphia, use extended families to socially support — and discipline — high-risk youth and adjudicated offenders. The young people complete their high school education, train for legal labor-market employment, and stick with it.

Argue has been praised in *The Wall Street Journal* as "an inner-city school that works" and Umoja by President Reagan (before the National Alliance of Business)

as "the first inner-city Boys' Town in the nation." Each has had dramatic success in reducing crime by juvenile repeaters — and each costs less than prison. (Even a year at Yale costs less than a year in prison.)

What appears to be a key in using employment to reduce crime by minority youth is the home-like environment of the extended family. This is shelter: a place to work out one's feelings, talk to peers and "house parents" and get advice.

In addition to the programs etreessing the employment-plus-family-equals-less-crime equation are others focusing on resolving disputes before they flare into violence. In San Francisco, Raymond Shonholtz's Community Boards Program sees citizen-based reconciliation as a long-term investment in the health and stability of individuals and communities. Prevention mediation could reduce the billions of dollars spent each year by the American criminal-justice system. A new conflict-managers program now trains third-, fourth- and fifth-graders as peacemakers on the playground.

It is time to start replicating and franchising these successes. Specific inner-city solutions need to "bubble-up" from the grassroots where people have a real stake — they should not

"trickle down" based on decisions by outside power brokers. Most of us are better motivated if we can control our own fate, rather than having others pull the strings.

Reducing fear in an inner-city neighborhood also is desirable, but is not enough if the causes of crime, like unemployment and inadequate family support and discipline, are not addressed. Some cities report success in reducing fear — yet they also have reported increased in actual crime. What might it mean if people feel less fearful even though crime is very high or even increasing? Are we merely altering their perceptions through public-relations gimmickry while making them more vulnerable?

The criminal-justice system must be made into an efficient vehicle for protecting victims and punishing criminals. But more, we need a national neighborhood, family and employment policy which empowers the disadvantaged into independence — and ownership in their particular American dream. Such a policy is economically more cost-effective and more politically viable, offering common ground among those who would "mobilize youth" or create "community action" and those who want people to "pull themselves up by their bootstraps."

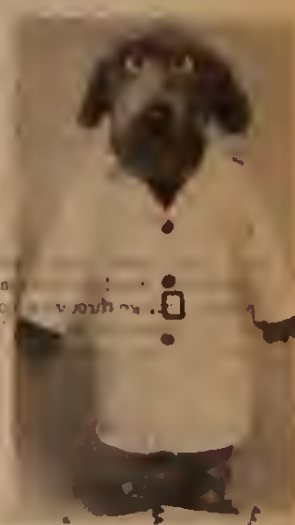
Mini-McGruff set for four-month school tour

Coming soon to an elementary school classroom near you: It's America's favorite crimefighting canine, McGruff.

Texize, the household products firm, has teamed up with supermarkets nationwide to raise enough money to donate the McGruff Elementary School Puppet Program to school districts throughout the United States. The puppet program is one part of a national child safety program called Project KIDSMART, sponsored by Texize in cooperation with the National Crime Prevention Council.

The star of the 24-week puppet program is a three-foot tall version of the trenchcoated McGruff, the symbol of the Crime Prevention Council. With the puppet comes a teacher's guide and an audio cassette with 24 weeks' worth of positive, non-threatening safety lessons and songs. McGruff is already being used as a resource by teachers in 12,025 classrooms nationwide.

McGruff teaches children about traffic and bicycle safety, respect for authority, how to handle household emergencies and such sensitive topics as child abuse and drug and alcohol abuse.



McGruff the crime puppet

Project KIDSMART will also serve as a fund raising and informational campaign for the NCPD, which is a nonprofit organization designed to prevent people from becoming crime victims. Project KIDSMART was created to heighten awareness of the importance of structured safety curriculums for elementary school children.

Vested interest grows in Baltimore as new body armor is on its way

Continued from Page 3

facing an armed person to add an extra nine layers of Kevlar to the front panel by removing layers from the back. While Threat Level I protection would still be provided in the back, the front panel will surpass its Threat Level II rating.

The armor will weigh approximately five-and-a-half pounds — about two pounds more than the armor now worn. The vest, however, will probably be more comfortable due to improved fit and a more even distribution of weight. The cost of outfitting the entire department is expected to exceed \$600,000.

Greenberg:

The real barrier to NY merger

Continued from Page 8

reported in a study conducted by the Police Executive Research Forum (PERF). The report hypothesized that in the event of consolidation, subway patrols "would soon become punishment or a haven for malcontents and misfits."

Such rhetoric strongly hints at the existence of deeper thoughts and doubts which, understandably, could not have been directly confronted under the format of the hearings held in March. The true nature of the roadblock may be a fear of failure or of the unknown. These concerns are complex and need to be fully identified, discussed and resolved for the sake of achieving a viable merger.

In recent years there has been a rapid increase in the demands made upon the police. The functions of the police vary a great deal and there are significant differences in what is required to handle various situations (for example, police procedures involving investigation and arrest for a serious crime versus a petty crime, or the organized criminal versus the one-time offender). Furthermore, different skills are needed for providing services and information, controlling crowds and mediating interpersonal disputes. In all of these situations, the police are afforded rather broad discretion in deciding both what they will do

and how they will do it. Perhaps Transit Police officers are more comfortable for the present doing what they know best, and the same might be said of the regular city police force. Neither group wants to interfere with the other and they certainly do not want to perform in an area where they may be forced to perform poorly. Moreover, there is much about police work which is inherently ambiguous, so that the very idea of a sudden transfer, even with a two- or three-week training period, may appear threatening. In the final analysis, it may matter little what the various studies have objectively stated about the merits of consolidation if the issue is basically a subjective one.

The police need to have their doubts resolved and the public needs to have confidence in the police and to be supportive of their efforts. Yet public confidence and support cannot be won until the former issue is brought to resolution. Importantly, while Frawley, Police Commissioner Benjamin Ward and other city officials seem to be doing everything they can to resolve the debate in favor of consolidation, they may have neglected the heart of the matter. Inasmuch as the city's Office of Management and Budget has not yet provided cost estimates for the proposed merger, and since most members of the MTA board remain undecided, there should still be an

opportunity for city officials to engage in some quiet diplomacy in order to address the fears of police union leaders and their memberships. A series of closed-session meetings among city officials, union leaders and rank-and-file police officers should be undertaken. If I have discerned the correct issue, then it must be clear that the police, like all persons, have pride and that few individuals possess an inherent strength that allows them to express easily private feelings in public.

The first mass transit systems were horse-drawn streetcars. They were eventually replaced by cable and electric cars, motor buses, the family car and, finally, by the rapid transit system of today. The first subway police were uniformed security guards who did not possess full police authority. In this way the current proposal for police consolidation may be understood from a historical perspective. Moreover, during the middle of the 19th century the city's police were divided between special day and night police forces. Their unionization struggle was a difficult one, but it was achieved. The consolidation of the transit and city police can thus be viewed as a further step toward the total professionalization and mobilization of the city's police. This will depend, however, upon the doubts of the police being overcome.

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Police Officer, Certified. The Tucson Police Department is recruiting quality certified police officers. Candidates must be currently certified by the Arizona Law Enforcement Officer Advisory Council or an equivalent certifying agency of another state. Applicants must be at least 21 years of age at the time of completion of academy.

Candidates must also meet the following requirements: vision no worse than 20/100 uncorrected in each eye, correctable to 20/20 in one eye and 20/30 in the other; pass written and physical fitness tests; undergo comprehensive background investigation, psychological evaluation, placement interview and medical examination, and pass polygraph examination.

Preference will be given to applicants who meet all of the following criteria: employment with an agency serving a population greater than 50,000; street experience in excess of one year, and law enforcement employment that includes at least some portion of the 12-month period prior to application. Minimum starting salary is \$1,771 per month; maximum starting salary is \$1,956 per month.

Inquiries should be directed to Sgt. Mariann Hermes-Hardy, Recruitment Coordinator, Tucson Police Department, Personnel Section-Recruiting, P.O. Box 1071, Tucson, AZ 85702-1071. Telephone: (602) 791-4529.

Training Coordinator/Administrator. The Criminal Justice Training and Education Center in Toledo, Ohio, is seeking an experienced administrator.

Responsibilities of the position include: course design, scheduling, monitoring and report writing. Candidates should have a background that demonstrates hard work, reliability and self-motivation. Bachelor's degree required; master's preferred. Law

enforcement or related experience is required, and experience as a teacher or trainer is preferred.

Salary ranges from \$25,000 to \$30,000 depending on qualifications.

To apply, send resume, including references, to: Director, Criminal Justice Training and Education Center, 946 S. Detroit Avenue, Toledo, OH 43614.

Training Coordinator. The Smith & Wesson Academy, located in Springfield, Mass., is seeking a qualified individual who will be responsible for program development and delivery, individual instruction and firearms training.

The position requires a college degree and law enforcement experience. Some travel is involved in the position.

To apply, send resume and salary history to: Smith & Wesson Academy, Box 2208, Springfield, Mass. 01102-2208.

Manufacturer's Representatives. Security products manufacturer has key areas open for ambitious, established individuals. Opportunity to cash in on personal contacts, provide industry, law enforcement and government with electronic security communications, crime detection, counterintelligence surveillance and crimefighting equipment. An investment is required.

For more information, write or call: Mr. Mitchell, CCS Communication Control Inc., 633 Third Avenue, New York, NY 10017. (212) 697-8140.

Police Officers. The Las Vegas Metropolitan Police Department is accepting applications for entry-level police officer positions.

Applicants must be at least 21 years of age (no maximum) at time of testing, and must be a U.S. citizen with high school diploma or GED certificate. Ap-

plicants must also have vision no worse than 20/200 in each eye.

Excellent starting salary offered, along with comprehensive benefits package. Generous holidays, along with paid vacation and sick leave and excellent retirement benefits. Uniforms and equipment furnished by the department.

To obtain additional information or to apply, write or call: Las Vegas Metropolitan Police Department, Personnel Bureau, 400 E. Stewart, Las Vegas, NE 89101. (702) 386-3497.

Police Officers. Trinidad, Colo., a city of 10,000, has entry-level openings for police patrolmen.

Applicants must have at least a high school education, and must be at least 21 years old at time of appointment. Candidates must be able to successfully pass a written test, physical agility test, polygraph exam, psychological screening, medical examination and estate certification. Applicants will be notified of next test date. Starting salary is \$13,166 per year, plus benefits.

Apply to: Trinidad Police Department, P.O. Box 776, Trinidad, CO 81082.

Police Officers. The City of Arlington, Tex., is seeking new officers for its police department. Arlington is located near Dallas and Fort Worth.

Applicants must be between age 21 and 35, with weight proportionate to height (maximum weight is three pounds per inch of height). Vision must be no worse than 20/100 uncorrected, correctable to 20/20, and applicants must have a college degree.

The position of police officer offers an entry-level salary of \$2,163. Among the fringe

benefits are three to four weeks paid vacation (depending on longevity), nine paid holidays per

year, paid health and life insurance, college tuition reimbursement program, sick leave, and all uniforms and equipment furnished.

To obtain further information, write to: Police Recruiting Office, Arlington Police Department, 6000 W. Pioneer Parkway, Arlington, TX 76013.

State Troopers. The Commonwealth of Pennsylvania is accepting applications for entry-level positions with the Pennsylvania State Police.

Applicants must be between 20 and 29 years of age and be a high school graduate or possess GED. Weight should be proportionate to height, and vision must be at least 20/70, correctable to 20/40. All candidates must U.S. citizens of good moral character and a resident of Pennsylvania for at least one year prior to making preliminary application.

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Information packet and questionnaire available from: Supervisor of Personnel, P.O. Box 58, Staunton, VA 24401. (703) 885-8828. All materials must be submitted by July 1, 1986.

LAPD moves ahead with plans for drug screening

Continued from Page 1

would have to be a product of union and management negotiation," he said.

Georges Aliano, president of the PPL, confirmed that Gates will have to meet with the union first to discuss the proposal. "There are a lot of things that are going to have to be looked at," he said. "The reliability of the test, how long it's going to be given, how candidates are chosen. But the main thing is, is it legal?"

If the courts decide that the testing is a violation of the Fourth Amendment, Aliano said, officers volunteering for the tests would do the department no good. "Any officer could refuse and not be reprimanded or disciplined," he said. "They need for the courts to come back and say 'Yee, you could do this' and then everyone would have to take the tests."

Aliano agreed with Booth and Gates that most officers would not mind taking the tests because, he said, they believe that the tests will catch those officers who use drugs. "I'd say 96 percent

or more officers do not use drugs," Aliano said.

"We're just surprised at how the focus has turned on us when it was on baseball players," he added. "All of a sudden now it's on police — not as a result of any kind of an investigation or unveiling of any information that could make them suspect."

In the meantime, Aliano said the union is going to sit down with the department and try to work out the mechanics of the program. In that way, he said, if the courts find the testing to be constitutional, the program will be more likely to work properly.

Aliano also noted that union members have tried "to get ourselves educated." He said union officials have met with doctors and laboratories that do drug testing to learn more about the reliability of the tests and whether or not a backup lab would be needed. "There are all kinds of things," he said, "like making sure the lab is credible and not just some fly-by-night operation."

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Upcoming Events

JULY

- 15-17. Introduction to Narcotic Enforcement. Presented by the Institute of Police Technology & Management. Fee: \$295.
- 18-18. Celmo Preventive through Environmental Design. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$250.
- 21-22. Hostage Negotiations. Presented by Richard W. Kobetz & Associates Ltd. To be held in Toronto. Fee: \$350.
- 21-23. Executive and Digital Protection. Presented by the International Association of Chiefs of Police. To be held in London, England.
- 21-24. PR-24 Police Baton Instructor Course. Presented by the Kent State Police Training Academy, Kent State University. To be held in Kent, Ohio. Fee: \$60.
- 21-25. Managing the Criminal Investigation Function. Presented by the International Association of Chiefs of Police. To be held in Atlanta. Fee: \$425 (member agency); \$475 (nonmember agency).
- 21-25. Technical Surveillance I. Presented by the National Intelligence Academy. Fee: \$650.
- 27-30. Joint Summer Conference. Co-sponsored by the National District Attorneys Association and the Ontario Crown Attorneys Association. To be held in Toronto, Canada.
- 27-31. Ninth Annual Volitional Homicide/DWI Conference. Sponsored by the Traffic Institute. To be held in Chicago. Fee: \$340.
- 28-29. Contemporary Terrorism. Presented by Richard W. Kobetz & Associates Ltd. To be held in Quebec. Fee: \$350.
- 28-29. Contemporary Investigative Technology. Presented by Richard W. Kobetz & Associates Ltd. To be held in Madison, Wis. Fee: \$350.
- 28-30. Institutional Crime Prevention. Presented by the National Crime Prevention Institute. Fee: \$250.

28-Aug. 1. Police Personnel Administration. Presented by the International Association of Chiefs of Police. To be held in Reno, Nev. Fee: \$425 (member agency); \$475 (nonmember agency).

28-Aug. 8. Basic Drug Law Enforcement. Presented by the Institute of Police Technology & Management. Fee: \$475.

29-31. Police Disciplines. Presented by the Institute of Police Technology & Management. Fee: \$300.

AUGUST

4. Symposium on Psychological Screening of Police Candidates. Presented by the International Association of Chiefs of Police. To be held in Washington, D.C. Fee: \$175 (member agencies); \$195 (nonmember agencies).

4-8. Managing a DWI Program. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$325.

Advanced Latent Fingerprinting. Presented by the Kent State Police Training Academy, Kent State University. To be held in Kent, Ohio. Fee: \$40.

11-15. Technical Surveillance I. Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$650.

11-15. Managing the Police Training Function. Presented by the International Association of Chiefs of Police. To be held in Reno, Nev. Fee: \$425 (member agencies); \$475 (nonmember agencies).

11-15. Law Enforcement Photography Workshop. Presented by the Eastman Kodak Company. To be held in Montreal. Fee: \$250.

11-15. Microcomputer Programming with a Data Base Management System. Presented by the Institute of Police Technology & Management. Fee: \$575.

12-15. Crime Analysis. Presented by the International Association of Chiefs of Police. To be held in Chicago. Fee: \$375 (member agencies); \$425 (nonmember agencies).

12-15. Investigation of Commercial Vehicle Accidents. Presented by the Institute of Police Technology & Management. Fee: \$325.

13-14. Contemporary Investigative Technology. Presented by Richard W. Kobetz & Associates Ltd. To be held in Savannah, Ga. Fee: \$350.

18-20. Investigation of Motorcycle Accidents. Presented by the Institute of Police Technology & Management. Fee: \$295.

18-20. Public Information Officers Seminar. Presented by the Southwestern Law Enforcement Institute. To be held in Dallas. Fee: \$250 (\$200 for institute members).

18-20. Anti-Terrorism/Crisis Management. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$250.

18-22. Criminal Profiling. Presented by the Institute of Police Technology & Management. Fee: \$350.

18-22. Surveillance Operations. Presented by the National Intelligence Academy. Fee: \$650.

18-22. Investigation of Child Abuse and Sexual Exploitation. Presented by the International Association of Chiefs of Police. To be held in Columbus, Ohio. Fee: \$425 (member agencies); \$475 (nonmember agencies).

18-22. Photography in Traffic Accident Investigation. Presented by the Institute of Police Technology & Management. Fee: \$325.

18-22. Law Enforcement Photography Workshop. Presented by the Eastman Kodak Company. To be held in Halifax, Nova Scotia. Fee: \$250.

18-23. Mid-Level Management Course. Presented by the Police Management Institute, University of Houston-Downtown. To be held in Houston. Fee: \$495.

19-21. Street Survival II. Presented by Calibre Press. To be held in Valley Forge, Pa. Fee: \$110.

20-22. Police Dispatcher Training. Presented by the International Association of Chiefs of Police. To be held in Las Vegas. Fee: \$375 (member agencies); \$425 (nonmember agencies).

24-29. 27th International Drug Conference Exhibit Program. Presented by the International Narcotic Enforcement Officers Association. To be held in Arlington, Va.

25-29. Measuring and Improving Police Productivity. Presented by the International Association of Chiefs of Police. To be held in Daytona Beach, Fla. Fee: \$425 (member agencies); \$475 (nonmember agencies).

25-29. Internal Affairs/Deadly Force. Presented by the Southwestern Law Enforcement Institute. To be held in Dallas. Fee: \$250 (\$200 for institute members).

25-29. Video Production for Police. Presented by the International Association of Chiefs of Police. To be held in Virginia Beach, Va. Fee: \$425 (member agencies); \$475 (nonmember agencies).

25-29. Police Executive Development. Presented by the Institute of Police Technology & Management. Fee: \$325.

28-28. Street Survival II. Presented by Calibre Press. To be held in Dallas. Fee: \$110.

27-29. Conference on Organized Crime. Co-sponsored by the International Association for the Study of Organized Crime and the University of Illinois at Chicago. To be held in Chicago.

SEPTEMBER

2-December 6. The Management Institute. Presented by the Police Management Institute, University of Houston-Downtown. To be held in Houston. Fee: \$950.

3-5. Street Survival II. Presented by Calibre Press. To be held in San Francisco. Fee: \$110 (three days), \$75 (first two days), \$40 (third day only).

4-June 20, 1987. Police Administration

Training Program. Presented by the Traffic Institute. Fee: \$6,000, plus \$965 for student activities, medical services, field trips and matriculation fee.

5. STOP (Survival Tactics on Patrol) Seminar. Presented by the Milwaukee Area Technical College. To be held in Oak Creek, Wis. Fee: \$25.

8-9. Hostage Negotiations. Presented by Richard W. Kobetz & Associates Ltd. To be held in Winchester, Va. Fee: \$350.

8-11. Technical Countermasures. Presented by the Peregrine Institute of Security. To be held in New York.

8-12. Microcomputer Workshop for Traffic Supervisors. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$450.

8-12. Microcomputer Workshop for Governor's Highway Safety Representatives. Presented by the Institute of Police Technology & Management. Fee: \$450.

8-12. Drug Unit Commander Seminar. Presented by the Institute of Police Technology & Management. To be held in Fort Lauderdale, Fla. Fee: \$350.

8-12. Interview and Interrogation. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$350.

8-19. At Scene Accident Investigation. Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$550.

8-19. Supervising a Selective Traffic Law Enforcement Program. Presented by the Institute of Police Technology & Management. Fee: \$475.

8-19. At-Scene Traffic Accident/Traffic Homicide Investigation. Presented by the Institute of Police Technology & Management. Fee: \$475.

9-11. Terrorism & the Nuclear Industry. Presented by the International Association of Chiefs of Police. To be held in Montreal. Fee: \$450 (member agencies); \$500 (nonmember agencies).

9-12. Police Internal Affairs. Presented by the Institute of Police Technology & Management. Fee: \$325.

10-11. Basic Physical Evidence. Presented by the Kent State Police Training Academy, Kent State University. To be held in Kent, Ohio. Fee: \$30.

15-19. Administering a Small Law Enforcement Agency. Presented by the International Association of Chiefs of Police. To be held in Eugene, Ore. Fee: \$425 (member agencies); \$475 (nonmember agencies).

15-19. Surveillance Workshop. Presented by Eastman Kodak Company. To be held in Rochester, N.Y.

15-19. Field Training Officers' Seminar. Presented by the Institute of Police Technology & Management. To be held in Fort Lauderdale, Fla. Fee: \$350.

16-20. Executive Management Course. Presented by the Police Management Institute, University of Houston-Downtown. Fee: \$495.

16-18. What Every Law Enforcement Officer Should Know About Alarms & Alarm Systems, the Polygraph and Effective Media Relations. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. One topic taught each day; may be taken separately or as three-day package. Fee: \$75/\$75/\$95; \$200 for all three days.

16-19. Developing Police Computer Capabilities. Presented by the International Association of Chiefs of Police. To be held in Chicago. Fee: \$375 (member agencies); \$425 (nonmember agencies).

18-19. Physical Security: Condos, Hotels, Offices & Resorts. Presented by Richard W. Kobetz & Associates Ltd. To be held in New Orleans. Fee: \$350.

22-24. Security Supervisor Training Skills. Presented by the Peregrine Institute of Security. To be held in New York.

22-24. Introductory Microcomputer Workshop for the Police Manager. Presented by the Institute of Police Technology & Management. Fee: \$325.

22-October 3. Technical Accident Investigation. Presented by the Traffic Institute. Fee: \$550.

Directory of Training Sources Listed

- American Jail Association, c/o Beth Love, AJA Project Coordinator, Contact Center Inc., P.O. Box 61826, Lincoln, NE 68501. (402) 464-0604.
- ANACAPA Science Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102.
- Broward County Criminal Justice Institute, Broward Community College, 3601 S.W. Davis Road, Ft. Lauderdale, FL 33314. (305) 475-6790.
- Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062.
- Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106. (216) 366-3308.
- Criminal Justice Center, John Jay College of Criminal Justice, 444 West 58th Street, New York, NY 10019. (212) 247-1600.
- Criminal Justice & Public Safety Training Center, 3055 Brighton-Henrietta Town Line Road, Rochester, NY 14623-2790. (716) 427-7710.
- Criminal Justice Training Center, Modesto Junior College, 2201 Blue Gum Avenue, P.O. Box 4055, Modesto, CA 95352. (209) 576-6487.
- Criminal Justice Training and Education Center, Attn: Ms. Jeanne L. Klein, 945 S. Detroit Avenue, Toledo, OH 43614. (419) 382-6665.
- Dade-Miami Criminal Justice Assessment Center, Attn: Dr. Arthur L. Benton, 11380 N.W. 27th Avenue, Miami, FL 33167. (305) 347-1476.
- Delinquency Control Institute, Tyler Building, 3601 South Flower Street, Los Angeles, CA 90007.
- Eastman Kodak Company, Attn: Lee Schilling, Law Enforcement & Security Markets, 343 State Street, 5th Floor, Building 20, Rochester, NY 14650.
- Florida Institute for Law Enforcement,

- St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733.
- Georgia Police Academy, 959 E. Confederate Ave., P.O. Box 1456, Atlanta, GA 30371. Tele: (404) 656-6105.
- Hocking Technical College, Special Events Office, Nelsonville, OH 45764. (614) 753-3591, ext. 319.
- Institute of Police Technology and Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216.
- Institute of Public Service, Brenau Professional College, Gainesville, GA 30501-3697.
- International Association of Chiefs of Police, 13 Firstfield Road, Gaithersburg, MD 20878. (301) 948-0922.
- International Association for Hospital Security, P.O. Box 637, Lombard, IL 60146. (312) 953-0990.
- International Association for the Study of Organized Crime, St. Xavier College, Chicago, IL 60655. (312) 779-3300.
- International Society of Crime Prevention Practitioners, Attn: Debra Butzer, (603) 796-3126.
- Kent State Police Training Academy, Stockdale Safety Building, Kent, OH 44242. (216) 672-3070.
- Milwaukee Area Technical College, 1015 North Sixth Street, Milwaukee, Wis. 53203.
- Narcotic Enforcement Diffcure Association, P.D. Box 999, Darien, CT 06820. (203) 655-2906.
- National Alliance for Safe Schools, 501 North Interiors, Austin, TX 78702. (512) 396-6586.
- National Association of Fire Investigators, 53 West Jackson Blvd.,

- Chicago, IL 60604. (312) 939-6050.
- National Association of Police Planners, c/o Ms. Lillies Taylor, Portsmouth Police Department, 711 Crawford Street, Portsmouth, VA 23704. (804) 393-8289.
- National College of Juvenile Justice, P.D. Box 8970, Reno, NV 89507. (702) 764-6012.
- National Council of Juvenile and Family Court Judges, P.D. Box 8970, Reno, NV 89507.
- National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292.
- National District Attorneys Association, 1033 N. Fairfax Street, Suite 200, Alexandria, VA 22314. (703) 549-9222.
- National Intelligence Academy, Attn: David D. Barrett, 1300 Northwest 62nd Street, Ft. Lauderdale, FL 33309. Telephone: (305) 776-5500.
- National Police Institute, 405 Humphreys Building, Central Missouri State University, Warrensburg, MO 64093-5119.
- New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157.
- Officer in Trouble Seminar, c/o Capt. William Freeman, Seminar Director, 19401 St. Johnsbury Lane, Germantown, MD 20874. (301) 963-7224.
- Pennsylvania State University, McKeesport Campus, Continuing Education Department, University Drive, McKeesport, PA 15132. (412) 676-9501.
- Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802.
- Peregrine Institute of Security, 68 Vestry Street, New York, NY 10013.

- (212) 431-1016.
- Police Executive Development Institute (POLEX), The Pennsylvania State University, S159 Human Development Building, University Park, PA 16802. (814) 863-0252.
- Police Management Institute, University of Houston-Downtown, 1 Main Street, Room 1001-South, Houston, TX 77002. (713) 221-8690 (in state); 1-800-527-3127 (outside Texas).
- Professional Police Services Inc., P.O. Box 10902, St. Paul, MN 55110. (612) 464-1080.
- Richard W. Kobetz and Associates, North Mountain Pines Training Center, Arcadia Manor, Route Two, Box 100, Berryville, VA 22611. (703) 955-1126 (24-hour desk).
- Sam Houston State University, Criminal Justice Center Police Academy, Box 2296, Huntsville, TX 77341.
- Single Finger Print Laboratories, Criminological Training Center, 114 Trianglo Drive, P.O. Box 30575, Raleigh, NC 27622.
- Southern Police Institute, Attn: Ms. Shirley Beck, University of Louisville, Louisville, KY 40292. (502) 586-6561.
- Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 75080. (214) 590-2370.
- Traffic Institute, 555 Clark Street, P.D. Box 1409, Evanston, IL 60204.
- University of Delaware, Division of Continuing Education, 2800 Pennsylvania Avenue, Wilmington, DE 19806. (302) 738-8155.
- Western Society of Criminology, c/o Joyce McAlexander, School of Public Administration, Criminal Justice Program, San Diego State University, San Diego, CA 92162. (619) 265-6224.

Law Enforcement News

Vol. XII, No. 11

A publication of John Jay College of Criminal Justice

June 9, 1988

John Jay College of Criminal Justice/CUNY
Law Enforcement News
444 West 56th Street
New York, NY 10019

Bank robbery? It's in the bag.

A new study says banks should be paying more attention to improving security at high-risk branches and training bank-floor personnel how to respond when told to hand over the cash. Our high-yield report starts on **Page 1**.



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